

## CHAPTER 4

### DISCUSSION

This chapter is mainly devoted to interpret the results that ensure from the research, which is an important avenue of analysis. The discussion of the results in the light of the previous studies and the current practices in various organizations need a recapitulation of the purpose behind the investigation.

The main focus of the study had been to study the internalization of conflict as predictor of few symptoms of conflict. Further, the relationship of internalization of conflict with the personality types of managers based on Jung's analytic theory of preferences, and the conflict management styles adopted by the managers of different personality types of managers, constitute the major aspect of the research. Previous research too shows the importance of both personality and situational factors in understanding responses to interpersonal conflicts (Utley, Richardson, Pilkington, 1989).

As it has been expressed in the previous chapters that only two personality types were prominently obtained from the sample. Only there two had been considered for the analysis. They were ESTJ (Extravert-Sensing-Thinking-Judging) and ISTJ (Introvert-Sensing-Thinking-Judging) types.

reference. According, to this, the ISTJs, ESTPs, ESTJs and ENTJs were found to be opting for Industrial administration, and management. But at the same time the irony is that the intuitives (N) and Perceivers (P) are likely to become frustrated working at lower level activities, which reduces the likelihood of their reaching at the top level. Thus, keeping the available data in mind, it was hypothesized that only, ESTJs and ISTJs type of managers would be seen in the sample with very much prominence. In case of present study, this assumption was supported extending well. Out of the total of 275 respondents, the ESTJs and ISTJs included 234 respondents and the remaining 41 respondents represented the other personality profiles i.e. ESTP, ENTJ, INFP, ENTP, ISTP, INTJ. Hence, the two personality Profiles which were maximally represented by the respondents were ESTJ (122) and ISTJ (112). The consecutive hypotheses formulated on the basis of the previous literature thus, was considerably supported by the present data too as for as the analysis on the basis of personality types was considered.

Thus, the internalization of conflict was analyzed in terms of high and low level in relation to ESTJ (Extravert Sensing Thinking Judging) type and ISTJ (Introvert Sensing Thinking Judging) type. The relationship between the internalization of conflict and the four indices of Personality type (EI, SN, JP, TF), the relationship between clear preference for extraversion (CE) and introversion (CI) for various dimensions of internationalization of conflict and the Internalization of

reference. According, to this, the ISTJs, ESTPs, ESTJs and ENTJs were found to be opting for Industrial administration, and management. But at the same time the irony is that the intuitives (N) and Perceivers (P) are likely to become frustrated working at lower level activities, which reduces the likelihood of their reaching at the top level. Thus, keeping the available data in mind, it was hypothesized that only, ESTJs and ISTJs type of managers would be seen in the sample with very much prominence. In case of present study, this assumption was supported extending well. Out of the total of 275 respondents, the ESTJs and ISTJs included 234 respondents and the remaining 41 respondents represented the other personality profiles i.e. ESTP, ENTJ, INFP, ENTP, ISTP, INTJ. Hence, the two personality Profiles which were maximally represented by the respondents were ESTJ (122) and ISTJ (112). The consecutive hypotheses formulated on the basis of the previous literature thus, was considerably supported by the present data too as far as the analysis on the basis of personality types was considered.

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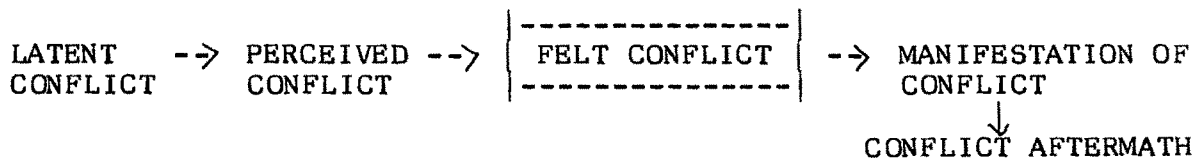
conflict as predictor of the symptoms experienced during conflict situation.

Spector (1994), found personality variable predicted all job stressors and strains except work frustration, ~~where~~ the stressors included autonomy role and ambiguity and conflict whereas the strains included concerns with job satisfaction work anxiety and frustration.

The dynamic model of conflict given by Pondy (1975) has been the base of the study.

Figure 4.1

Five Phases of Dynamics of Conflict



Through out the study, it had been focussed that any tension that is experienced, when one perceives, that one's needs or desires are or are likely to be thwarted or frustrated a situation of conflict arises. Such tensions often arise because the person experiences two incompatible desires within self or any outward situation or goal.

A recap of Pondy's (model of dynamics of conflict (1967)), which had been the basis of the study, would help in

comprehending the construction of the tool and various results obtained. He delineates five stages of conflict, which called episodes, viz., latent conflict, perceived conflict, felt conflict, manifest conflict and conflict aftermath (Figure 4.1).

Latent conflict is the stage in which factors exist in the situation which could become potential conflict inducing forces. e.g. men, money, material if are available in limited quantity then the demands for different kinds of resources from the organization can be potential stressor and act as latent conflict stage.

Perceived conflict is the stage when no conditions of latent conflict conditions may be present in a relationship without any of the participants perceiving the conflict. Some latent conflicts fail to reach the level of awareness requires explanation. Two important mechanism that limit perception of conflict are the suppression mechanism and the attention - focus mechanism. Conflicts may become strong threats, and, therefore, must be acknowledged, when the conflicts relate to values, central to the individual's personality.

Felt conflict is an important distinction between perceiving conflict and feeling conflict. This phase of conflict has been explained in two ways. According, to one explanation the inconsistent demands of efficient organization and individual growth create anxieties within the individual. Individuals need an outlet to these anxieties with a view to maintain the internal composure (Tension Model).

According, to the other explanation, the conflict becomes internalized when the whole personality of the individual is involved in the relationship.

Thus, the internalization of conflict may arise from sources independent of the latent conflict; but latent conflicts may give some appropriate, symbolic objective for undirected tensions.

Manifestation of conflict refers to the several varieties of conflictual actions e.g. aggression, anger, scolding etc.

To see how the internalization of conflict can predict the symptoms of experiencing conflict had been the cynosure of the study. Thus, with this view, an instrument, was developed, which had two parts. The first part of the instrument consisted of several statements, which expressed the internalization of conflict due to various organizational conflicting situations. It has been taken care of, that the manifestation of conflict remains untouched. These statements were to be rated on a five-point scale, placing, oneself in the respective conflicting situation and rate for the internalization of conflict.

The second part consists of a symptom checklist, which describes, the expected symptoms one might face in conflicting situations. These symptoms are to be checked, in terms of 'YES' or 'NO.'

## FORMULATION OF THE INSTRUMENT

The Internalization of Conflict Scale (ICS) had to go through various stages, to reach the final form. Careful and essential qualitative and quantitative analysis were applied at different transformation steps.

Reviewing the concept of conflict and specifically, Pondy's model of dynamics of conflict had been the basis of the investigation. One question which the model answers is that the 'Felt' conflict is a distinctively a separate phase from 'Perceiving Conflict' and 'Manifestation of Conflict.' Thus, in this endeavour, it has been tried to analyze, if the internalization of conflict can be studied separately by viewing it as predictor of some of the symptoms (behavioural and emotional). It had been of equal importance, for the researcher to test the relationship of the internalization of conflict with the personality types and conflict management styles.

Keeping, the purpose and the rationale of the investigation in mind, 88 items were designed. These were given for the qualitative analysis, to the experts. In their opinion, on the basis of their judgements, 28 items were eliminated and researcher was left with 60 items.

This instrument of 60 items was used for Pilot Study. The Pilot Study was carried out with the managers of 3 organizations. The total sample size was 50 for this phase.

After the statistical analysis carried out the investigator was left with 38 items, eliminating 22 items. The data collected in this phase were used for establishing reliability.

Initially, the entire data were coded in the form of data matrix, which underwent various transformation.

The principal components method are exact mathematical transformations of original variables. These inbuilt structures within the data known as factors, show the communality estimates equal to 1.00.

These extracted factors depict the variance in internalization of conflict due to eight dimensions by the respondents. Each factor shows an Eigen Value, which represents the relative importance of the single factor of internalization of conflict.

The 'factor loadings' of all 60 items on each of the eight factors have been shown in the Chapter 3. Obtaining these factors, they were named accordingly.



The internalization of conflict scale obtained is a 5-point scale, which varies from 5 to 1, maximum agreement to maximum disagreement.

The reliability index of the internalization of conflict scale as a whole was found to be 0.680. The reliability indices varied from one dimension to the other from 0.468 to 0.723.

The validity of the Internalization of conflict scale, were correlated with the three styles of conflict management styles.

The percentile norms of I.C.S. for the present study, norms were prepared. It was found that the curve was slightly negatively skewed (-0.945) and at the same time it was found to be leptocentre. (0.25) i.e. more peaked than the normal.

The symptom-checklist which was designed to study the psychological and physiological symptoms experienced by any individual in conflict situation reflects the dichotomous response. The response 'Yes' carried '2' points and 'No' carries '1' point.

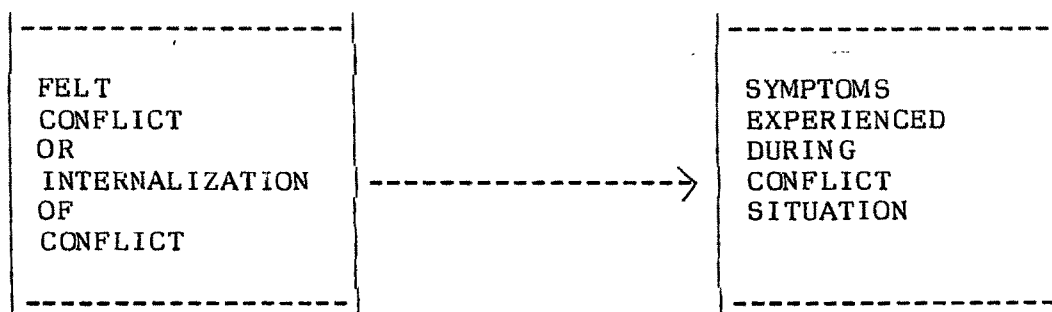
The reliability of this symptom - checklist was estimated to be 0.671 by Kuder - Richardson method.

With the help of this study, it is inferred that the phase of 'internationalization' is indeed a phase of conflict as a

whole, the impact of which has been observed in the form of the symptoms. Since, the Internalization of conflict scale (ICS) consists of items only the 'Felt' it only those representing the 'Felt' episode in eight conflicting situations in organizations and the symptom checklist represents, psychological and physiological symptoms faced by an individual in any conflicting situation irrespective of the episode of the conflict defined, the relationship between the two had to be checked. The predictability of the ten symptoms revealed that, the 'Felt' conflict or the internalization of conflict clearly indicate that the phase of internalization involves various symptoms. The extent of the occurrence of symptoms may vary from one situation to the other. The forthcoming section deals with the discriminant analysis done to analyze the same.

FIGURE 4.2

Internalization of Conflict as Predictor of  
Symptoms Experienced During Conflict Situation



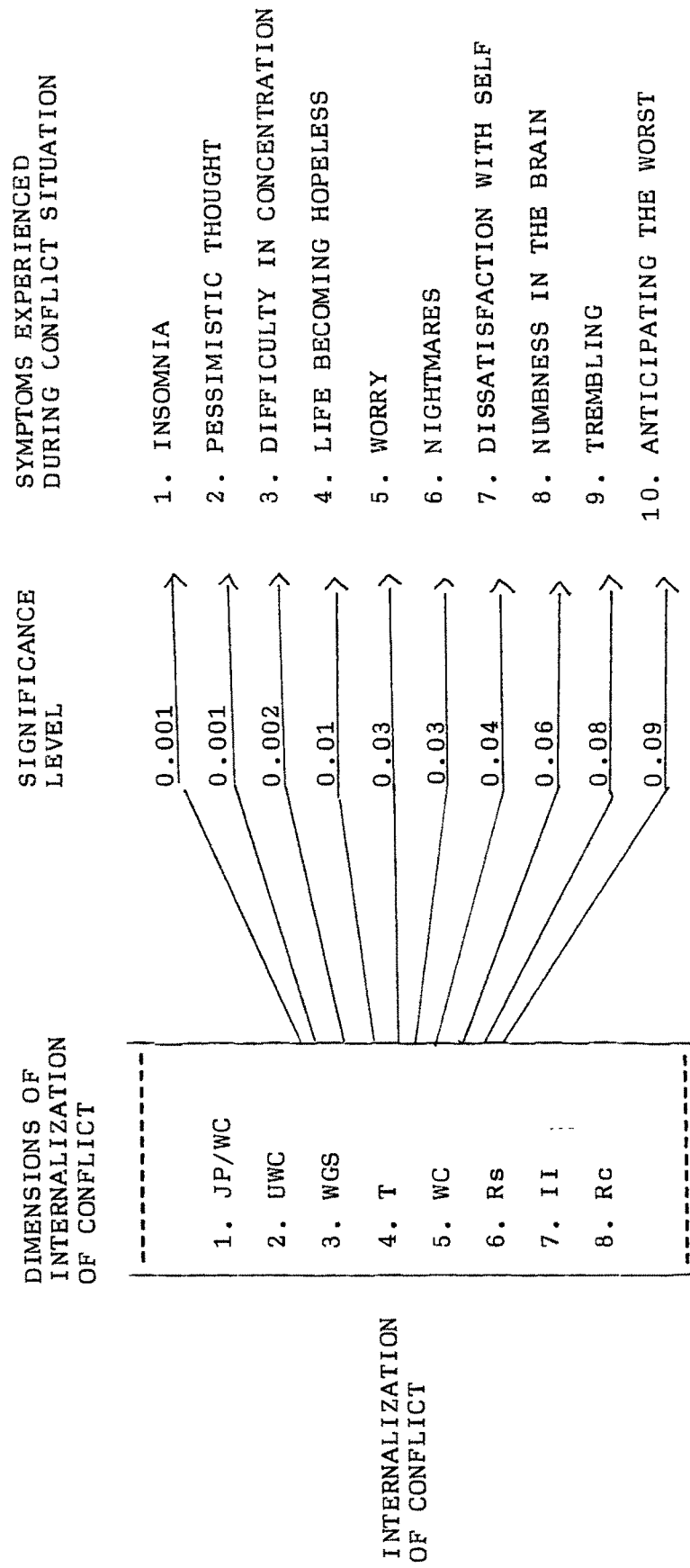
After overiewing the formulation of the Internalization of Conflict Scale (ICS), we move to the hypotheses formed and discuss the extent of their acceptance.

Discriminant analysis was used to determine whether predictors (eight dimensions of ICS) distinguish between the absence and presence of the symptoms. It is interesting to determine which predictors contribute to the maximum difference between the occurrence or the absence of that particular symptom.

On the basis of the percentage of their occurrence in the sample, ten symptoms were taken for this analysis. Varied levels of chances of occurrence of these symptoms due to the eight predictors were seen.

Figure 4.3

Representation of Probability of Occurrence of a Symptom Due to ICS as Analyzed by Discriminant Analysis on Groups Defined by Given Symptoms



As, we can make out from the chart (Figure 4.3), the symptom of 'Insomnia' was found to be occurring at 99.9 % of occasions due the internalization of conflict. Out of the eight predictors, the predictor number IV, i.e., threat was found to be maximally discriminating the presence of insomnia. The contribution of UWS, was found to be contributing to this symptom less than the threat. The other predictors, except JP/WC, WGS and RC, too had tendency to contribute to insomnia. (TABLE 3.1b).

The predictors, JP/WC/WGS and RC were found to be associated with the group showing absence of the symptom, i.e. the respondents did not observe this symptom due to internalization of conflict.

Thus, taking all the predictors into consideration, we observed that out of eight, three predictors contributed to Group-I, i.e. the absence of the symptom. Since the discriminant functions coefficient was not found to be high in case of WGS and RC, these predictors do not bear much significance in making distinction between the presence and the absence of this symptom. Since for JP/WC the canonical discriminant function is higher (-0.57663) it was found to be showing no signs of the symptom maximally. This is contradictory to the researcher's assumption. The possible reason behind this may be because of the nature of sample and organizational culture. The organizational culture and the managers working in that culture might have possibly got accommodated well as to how to handle the situation of challenges in job, departmental rivalries, differently in communication etc.

At the same time, it was observed that the predictor, Threat maximally contribute to the occurrence of insomnia. The threatening situation in the present context included criticism, sarcasm and presence of aggressive people, that could hinder one's working. It was found to be maximum responsible for the occurrence of this symptom. (TABLE 3-1(c)).

Mc Cormick's (1988) analysis showed that threat of job loss was the best predictor of mental health.

Another possible reason may be the personality-make-up of the respondents who belonged to the two types obtained and incidentally the auxiliary functions of the two personality were the same. The only difference was in the dominant function i.e. E and I. As explained in the previous chapters, the auxiliary functions are responsible for the acquiring of information, making decisions and their orientation to the outerworld. These three functions (extremely) showed their importance in occurrence of this symptom.

Similarly, the symptom of pessimism was also found to occur due to internalization of conflict at 99.9% of occasions. The canonical discriminant function coefficients for Threat (T), Individual Inefficiency (II) contributed maximally to this particular symptom. The contribution of Rs, and Rc were found to be comparatively less than the T and II, but they certainly show the tendency of their contributions. JP/WC, UWS, WGS and WC showed their tendency towards the absence of this symptom. Since

the canonical discriminant coefficients were very low they do not bear much significance. In this case, it has been found that the situations where there is criticism, sarcasm, contradictory instructions from superior, long waiting, taking a great number of jobs or inability to express disagreement with the superiors, maximally contribute to this symptom, i.e., pessimism. It is possible that these situations may leave the mark on the individual and may affect the next chain of tasks: However, the predictors showed their associations with the absence of this symptom, included situations related to short term changes, which individual with the time learns to adopt to that situation.

'Difficulty in concentrating' was found to be occurring due to internalization of conflict at 99.8% of occasions. (TABLE 3.2b)

From the standardized canonical discriminate function coefficients, it could be inferred that the JP/WC and T maximally contributed to the presence of this symptom. The RS was also found to be contributing to the presence of this symptom. The rest of the coefficients did show their contribution to the 'difficulty in concentration' but not strongly. The UWS, WGS and WC showed their little association. The only possible reason behind this may be the personality make-up of the managers. The extraverts do like variety and action. Here, in the present sample, the extravert's response might have been too dominated than the introverts, which lacked in showing the contributions of these three predictors UWS, WGS and WC. (TABLE 3.2.c)

On 99% of occasions, the symptom of thinking as if 'life becoming hopeless' was found to be present due to internalization of conflict. Only at 1% of occasions this symptom was found to have occurred among the respondents due to chance. Qualitatively, if we analyze the contributions of predictors to this symptom, then we observe that JP/WC, T, WC, II and Rc were found to be associated with the contribution to the symptoms. Amongst these predictors, the JP/WC and Rs were found to be maximally contributing to the symptom, followed by T. The rest of the two predictors did not show significant contribution. On the other hand, the UWS was found to be highly associated with the group showing absence of this symptom, followed by WGS. The UWS could have been taken as a matter of challenge by the managers, because of which the identification of the managers with the group representing absence of this symptom may be justified.

The next symptom in the order of the extent of their occurrence is 'Nightmare' and worry.' These two symptoms were found to be occurring at 97% of occasions due to the internalization of conflict and at 3% of occasions due to other factors.

The standardized canonical coefficients for 'worry' show that JP/WC contributed maximally to this symptom, which was followed by T and II. In other words, the predictors, JP/WC, T and II contributed maximally to this symptom according to the respondent. The three predictors, UWS, WGS, Rs and Rc showed no connection



with the presence of the symptom i.e. in presence of these three predictors, the presence of this symptom of worry was not observed by the respondents. It may be attributed to the whole set-up of the organization and the personality profile which might have made them less susceptible to such symptoms. When the canonical discriminant coefficients for the symptom of 'getting nightmares' are analyzed, it could be observed that the predictor, Threat, maximally contributed to this symptom. Though the coefficients for the WC, Rs and Rc were not found to be high but certainly the tendency was towards the contribution to this symptom. It was observed that due to JP/WC, UWS, WGS and II this symptom did not occur. Since the coefficient value were found to be extremely low it is possible a larger sample would have given a picture of their contribution to this symptoms of 'getting nightmares.'

The symptom of 'dissatisfaction with self' was found to be contributed by the JP/WC and Rc maximally. The coefficient of UWC, WGS and II showed their association with the group I which represents the absence of the symptom. This is contradictory to the assumption made at the beginning of the study. It may be because of the status they avail in the hierarchy, which gives them opportunity and awareness to overcome their individual inefficiency and the challenges of the work group situations. Thus, the symptom of 'dissatisfaction with self' would not have been found to be due to these two predictors, i.e., WGS and II. (TABLE 3.9)

The predictors JP/WC, UWS, T and Rc, respectively, were found to be associated well with the group showing presence of the symptom of 'numbness in the brain' or difficulty in exercising the brain. JP/WC was found to be maximally distinguishing between the presence and the absence of the symptom. The rest of the predictors too showed the tendency of leading to that symptom. The rest of the ICS predictors showed a tendency of identifying with the group I which represents the absence of symptom of numbness in the brain. The two predictors, which showed relatively high coefficients in comparison to others which showed the association with the absence of the symptom, were WGS and II. It is possible, that at this level of hierarchy, channelization of one's weakness to give it a shape of worthiness is a must. So, the probability is that the individuals who face conflict due to workgroup situations (WGS) or individual inefficiency (II) would try to avoid being affected by slackness in exercising the brain. Instead, they would opt for better option to handle the situation.

The canonical discriminant coefficient for the symptom of 'anticipating the worst' indicate that the predictors, JP/WC, WGS, Rs and II maximally discriminate the presence of the symptom. Out of these, the Rs and II were not found to contribute to this symptom much. Hence, they do not bear much significance. The overall contribution of the internalization of conflict to the probability of occurrence of this symptom, i.e., 'anticipating the worst' was found to be 91%, whereas the response of the

managers showed that the probability of occurrence of this symptom due any other reason would be 9%. The predictors JP/WC, WGS and II were found to be maximally distinguishing between the presence and the absence of the symptoms. The situations like frequent challenges in jobs or personal lives, departmental rivalries, sudden changes, low adaptability, tension among group members, unable to finish the work taken, unable to express disagreement, etc., possibly may result in disturbing the whole network of the job. The situations like these give an essence of helplessness and inadequacy at personal and interpersonal level. Thus, the inability to respond to the situation might be observed and consequently, the symptom of 'anticipating the worst'. (TABLE 3.3)

These predictors were also found to be leading to 'trembling.' since, this symptom is purely behavioural, the respondents did not identify with the group II, i.e., presence of the symptom. (TABLE 3.4).

However, the discriminant analysis gave a detailed result and it was found that the JP/WC, T and Rc maximally led to this symptom. On the other hand, the UWS, WGS and WC predictors identified well with the group I, i.e., absence of the symptom. Such results imply that the managers are competent enough to accommodate with such situations. It may be because of cultural, social background that must have taught the individual not to react to such situations in so expressive manner. The other possible reason of showing absence of this symptom may be the gender of the respondents. The managers who responded to the

questionnaire, constituted of males only. As the males in the Indian society are considered to be comparatively strong and are taught not to be too expressive, in showing such symptoms as trembling.'

Taking, all the symptoms and the predictors together laterally, we can get to know of the most prominent predictor leading to these symptoms. The predictor T, Rs and Rc were found to be contributing to various symptoms. In other words, such symptoms were found to occur due to three common predictors namely, T, Rs and Rc. However, the least common predictor leading to any of these symptoms were WGS and UWS.

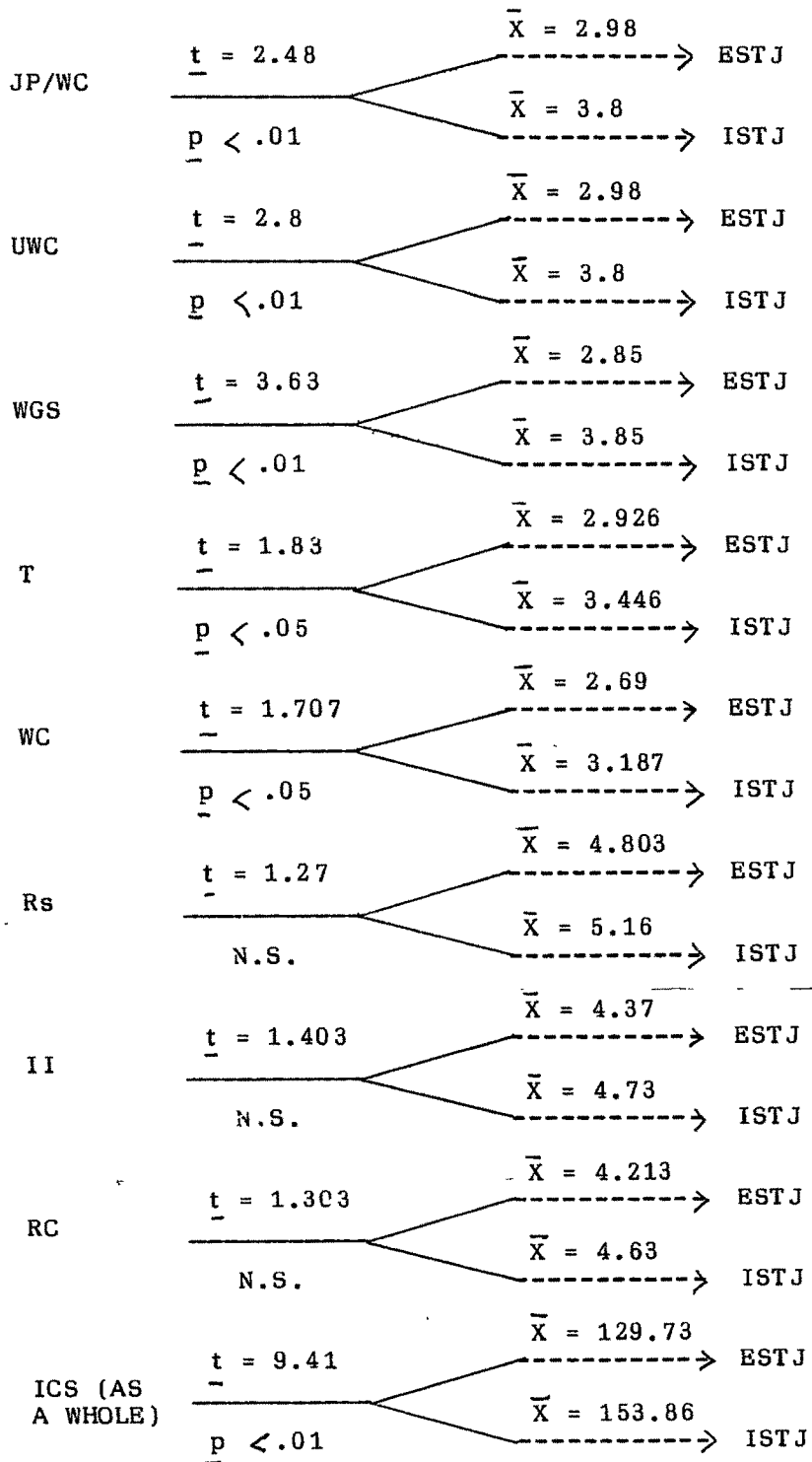
The most prominent personality types which were observed out of the sample of study was ESTJ and ISTJ. Though, both the personality types internalized the conflict highly, yet a significant difference in the level of internalization was observed. The ISTJs were observed to internalize highly in comparison to their counterparts showing ESTJ personality type.

Figure 4.4

Difference Between ESTJ And ISTJ in Terms of  
Eight Dimensions of ICS

INTERNALIZATION OF CONFLICT

TWO PERSONALITY TYPES  
OBTAINED (ESTJ AND ISTJ)



The dimension-wise analysis show that except three dimensions of internalization of conflict, Resources (Rs) Individual Inefficiency (II) and Recognition (Rc), significant differences between these two personality types were observed for other dimensions of internalization of conflict. For the internalization of conflict (II) and Recognition (Rc), both the personality profiles showed high and similar levels of internalization. In other words, it can be said, that both the personality types were found to be affected by the conflict situation arising due to lack of Resources (Rs), individual inefficiency (II) and recognition (Rc). The mean values of the two types for the respective dimensions showed that the ISTJ and ESTJ, both highly internalized the conflict.

However, for other dimensions, significant difference was observed between the two personality types for internalizing conflict due to JP/WC ( $t = 2.48$ ), UWC (2.8), WGS (3.63), at .01 level and significant differences were observed between the ISTJ and ESTJ for Threat (1.83) and WC (1.707).

It was observed, invariably that the level of internalization of conflict by the ISTJs had been higher than ESTJs for all the dimensions, irrespective of the fact, that for five dimensions (JP/WC), UWC, WGS, T and WC, there had been a significant difference in the internalization of conflict by the two personality types.

Taking an overview, it can be concluded that the results support the hypothesis which says that there would be a significant difference between the two personality types in the level of their internalization. When WC take an overall look of the two parts of this hypothesis, we see that ESTJs are realists and practical and, hence, it was hypothesised that they would be internalizing low level of conflict and ISTJs are orderly, responsible, and see that everything is well organized. They were assumed to internalize high level of conflict.

Let's analyze these sub-hypothesis qualitatively to find out which are the dimensions which reflect the above described reasons in case of this study.

In case of the first dimension i.e. Job Prospect and Working Condition, the situations of frequent challenges in jobs or personal lives, the departmental rivalries, difficulty in communicating with superiors, lack of thrust, foresee blockage in the career, the ESTJs and the ISTJs showed a significant difference in the internalization of conflict. Since, the dominant function is not the same in the above case, i.e., E&I, this difference may be attributed because of this function. As the extraverts like variety and action, the low internalization for frequent challenges and departmental rivalries might have been observed because of this characteristic. They are normally good at communicating with people which might have been one of the reasons for not internalizing the conflict as high in

situations like the communication problem or situation of lack of trust. These characteristics might have been responsible for the differences in internalization in the same pattern for the situations where there was ambiguity in policies, changes and feeling of insecurity. Since they are normally interested in working with others and also like to have people around in the work environment.

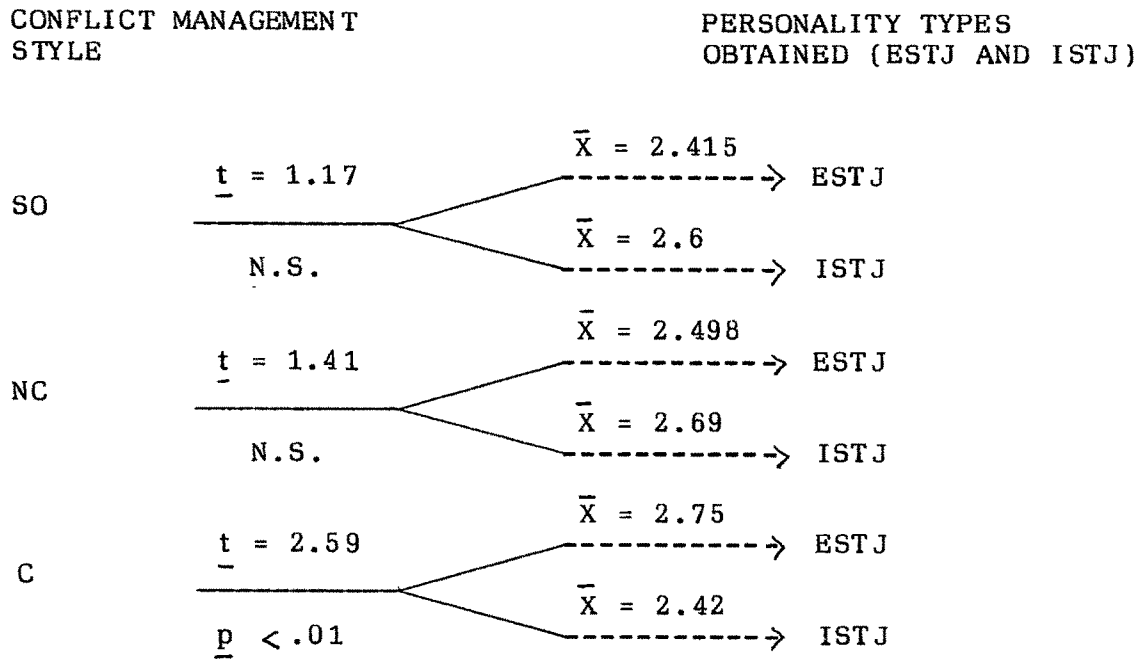
In case of the conflict due to Resource, individual inefficiency and recognition, both the personality types were found to be equally internalizing the conflict. Here, the possibility is that the dominant function, extraversion and introversion might not have been playing role in these conflict situations. The STJ being common in both the personality types, ESTJ and ISTJ show their importance. Thus, the similarity in internalization would have been because of these three functions. The individuals with STJ as the functions in their personality types are careful about the facts, plan their work and follow their plan, get things settled and finished, schedule projects so that each step gets done on time. Such persons are likely to get affected when their work gets hindered due to lack of resources, or their inefficiency. They dislike any kind of interruption in their projects.

Stangle (1991) in his study, discussed the dynamics of workplace conflict and its affects on workers. The workers were found to be left with loss of inspiration for work. There may be absence of mind and spirit from workplace.



Figure 4.5

Difference Between ESTJ And ISTJ in Terms of  
Conflict Management Styles



Moving towards the difference in adoption of the conflict management style, we found that there existed a significant difference in adopting control (C) style of conflict management. However, no significant difference was observed between the two personality profiles in opting for solution oriented (SO) style and non-confrontational style of conflict management (Figure 4.5).

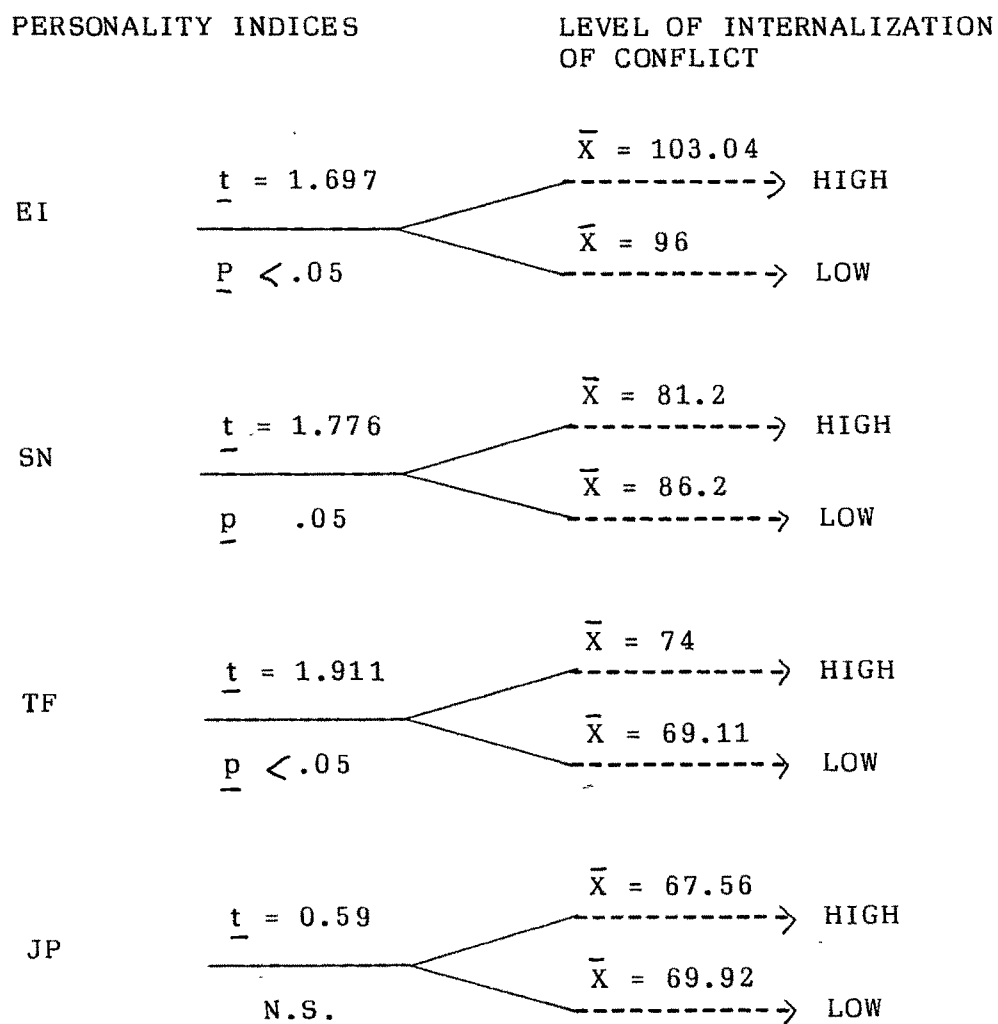
Morrill (1991) found in his study, that the executives if experienced fragmented and atomized interpersonal networks, they

were more likely to manage conflict without confrontation, than those in networks of strongly and densely connected individuals. In the present context, the choice for the non-confrontational (NC) and solution oriented style was not found to be significantly different between the two personality profiles. However, a significant distinction in choice for the control (C) style was observed. It may be because of the organizational set-up that it demands for either non-confrontational or solution oriented style of conflict management. In spite of this culture, the choice for the control (C) style may be seen at times because of the particular personality profile.

From the statistical analysis, carried out, the results obtained show significant levels of internalization of conflict for three personality indices out of four personality, namely, EI, SN, TF and JP. These three indices were EI, SN and TF. However, for the fourth index, JP, no significant difference was observed between the two levels of internalization of conflict.

Figure 4.6

Difference Between High And Low Level of Internalization  
of Conflict in Terms of Personality Indices



In other words, considering the statistical values, the results can be analyzed quantitatively in an elaborated way. The sample showed that the level of internalization among managers were significantly different due to the three personality indices, namely, Extraversion-Introversion (EI) ( $t = 1.697$ ), Sensing-Intuitive (SN) index ( $t = 1.776$ ), and in Thinking-Feeling (TF) index, ( $t = 1.911$ ). The significance of differences for these three indices were found to be significant at .05 level. No significant difference was observed between the two levels of internalization of conflict for Judging-Perceiving (JP) type. (Fig 4.6)

When we look at the mean values of the two levels of internalization of conflict for each index then it would give a comparative picture for each index. The statistical analysis showed that  $t$  value in personality make-up of the managers, the EI index and TF index, were found to contribute to high level of internalization of conflict ( $\bar{X} = 103.04$ ), ( $\bar{X} = 74$ ) respectively, whereas, the other two indices, SN and JP were found to stand high on low level of internalization of conflict ( $\bar{X} = 86.2$ , and ( $\bar{X} = 69.92$ , respectively.

The above implies that the managers who show high internalization of conflict and the managers who show low internalization of conflict differ significantly from each other when they have to show their preference to focus their attention. This preference to focus their attention is defined by the Extraversion-Introversion Scale. (EI index) of the Myer-Brigg's Type Indicator. Similarly, the managers with high internalization

of conflict and those with low level of conflict differ on the other two indices, namely, Sensing-Intuitive (SN) and Thinking-Feeling (TF). This means they differ in acquiring information or finding about things (SN index) and also in making decisions (TF index) of the Myers' - Briggs' Type Indicator. However, these two groups of managers with high internalization and low internalization did not show any difference in orientation towards outerworld.

Thus, the hypothesis according to which there would be a significant difference between high and low levels of internalization for each of the four indices (EI, SN, TP, TF) of the Personality type was found to be well supported by the results obtained except in case of JP index.

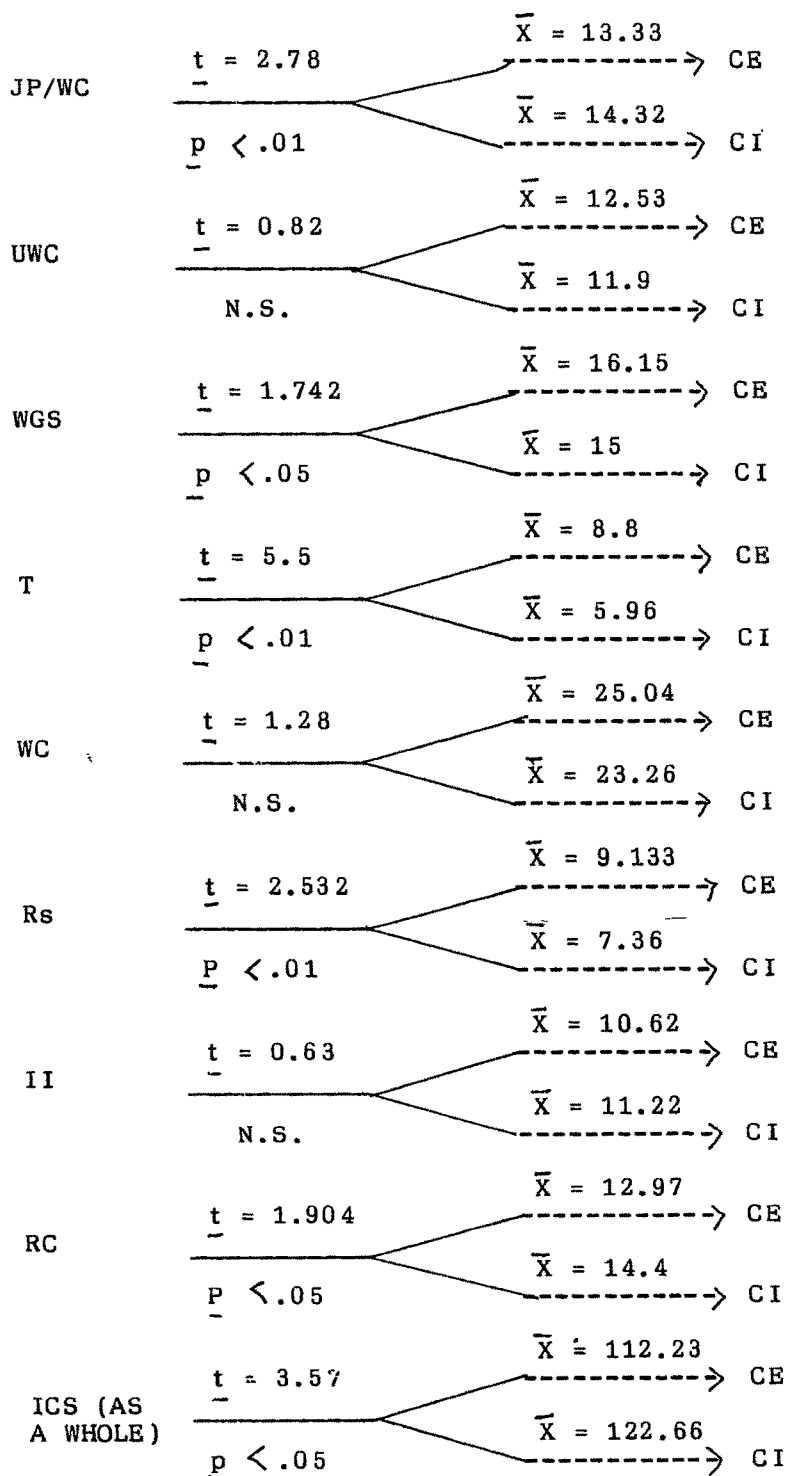
As repeatedly mentioned about the emergence of only two personality types, the forthcoming hypothesis taken into consideration only the clear extraverts and clear introverts. This was taken with the fact in mind that the prominent personality types emerged would be ESTJ and ISTJ, where only the dominant Function (E&I) is different, rest being the same. Hence, the analysis.

Figure 4.7

Difference Between CE And CI in Terms of  
Eight Dimensions of ICS

INTERNALIZATION OF CONFLICT

TWO PERSONALITY TYPES  
OBTAINED (ESTJ AND ISTJ)



A conflict to extraverts is important to be examined out in open. They can get assertive too at times. A significant difference between the clear extraverts (CE) and clear introverts (CI) was observed between the two for the internalization of conflict ( $t = 3.57$ ). The clear extraverts considerably showed lower internalization of conflict ( $\bar{X} = 112.2$ ) in comparison to the clear introverts ( $\bar{X} = 122.6$ ).

Introverts internalize a disagreement and may reflect on what occurred. They analyze both the past and the forthcoming possible consequences.

Analysing the results, dimension-wise, we get a clear picture that the internalization of conflict due to Job Prospect/Working Conditions, (JP/WC), Work Group Situation (WGS), Threats (T), Resources (Rs) and Recognition (Rc) were found to be significantly different for clear extraverts and clear introverts. However, the level of significance differed from one dimension to other. The difference in internalization of conflict between the clear extraverts and clear Introverts was there for JP/WC ( $t = 2.78$ ), T ( $t = 5.5$ ), Rs ( $t = 2.532$ ), in 99% of cases for the element of clear extraversion or clear introversion. This internalization of conflict was differently internalized by clear extraverts and clear introverts when it was due to WGS ( $t = 1.742$ ) and Rc ( $t = 1.904$ ) in 95% of cases due to the fact of extraversion and introversion.

In past too, Bergmann and Volkama (1994) examined Thomson's (1992) model of interpersonal conflict in the workplace and the

consequences. The most commonly observed effects had been loss of sleep and getting upset.

No significant difference was observed between the clear extraverts and clear introverts when the internalization was due to Unexpected Work Condition (UWC), Work Co-ordination (WC) and Individual Inefficiency (II). This implies that the people who are either clear extraverts or clear Introverts, both the types are similarly affected by the internalization of conflict due to these factors.

The mean values for various dimensions of internalization of conflict show that the clear extraverts stand high on some and the clear Introverts on the other.

It has been often observed that many a times, the introverts internally reflect to resolve a problem and may, consciously or unconsciously store the experience for future reference.

Subjects who were experiencing emotional exhaustion were more likely to show diminished commitment if they also perceived a high degree of interpersonal conflict at work. Richardson, Burke and Leibs (1992), in their study, observed that higher depersonalization was related to constant conflicts at work.

Thus, this hypothesis was partly supported according to which the clear extroverts and clear introverts should have significantly differed in internalization of conflict.

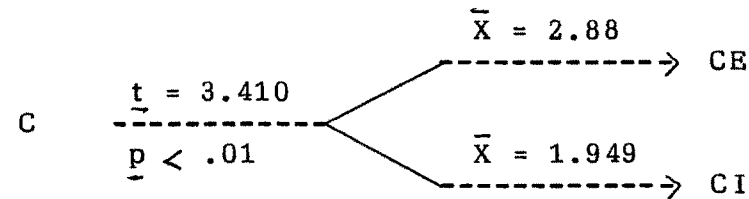
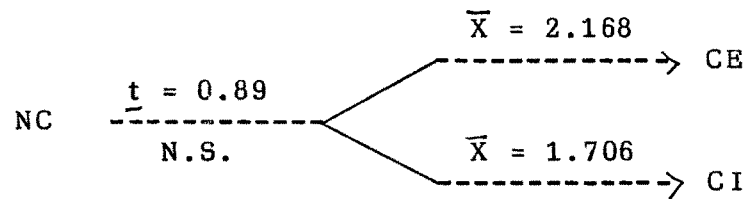
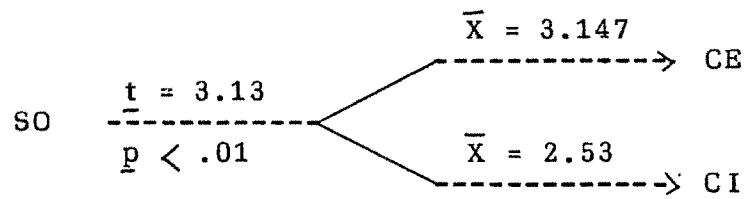


Figure 4.8

Difference Between CE And CI in Terms of  
Conflict Management Styles

CONFLICT MANAGEMENT STYLES

CLEAR EXTRAVERTS (CE) AND  
CLEAR INTROVERTS (CI)



The difference in style of conflict management between the clear extraverts and clear introverts was observed for the two styles of conflict management i.e. SO and C but not for the NC.

It was found that the  $t$  for the solution - oriented (SO) style of conflict management was 3.13 which was significant at .01 level. The mean values show that the clear extraverts opted more for this ( $\bar{X} = 3.147$ ) than the clear Introverts ( $\bar{X} = 2.53$ ). It has been repeatedly observed that extraverts very often like to talk about their problems and seek for the solution. In other words, according to extraverts, "there is no impression without expression." On the other hand introverts believe, "there is no impression without reflection."

Morill, (1991) suggested that where the executives experienced fragmented and atomized interpersonal networks, they were more likely to manage conflict without confrontation than in network of strongly and densely connected individuals.

For the control style of conflict management (C) again a significant difference was observed between clear extraverts and clear introverts ( $t = 3.410$ ). The level of significance was found to be .01. The clear extraverts (CE) again opted for control (C) style of conflict management ( $\bar{X} = 2.88$ ) more than the clear introverts (CI)  $\bar{X} = 1.949$ .

Results of Mills, Robey and Smith (1985) too show that extraverts preferred assertive, distributive, integrative and

collaborative conflict dimensions, whereas, the extraversion had been found to be negatively correlated with avoiding and accomodating.

However, there was no significant difference observed between the clear extroverts and clear introverts for non-confrontational style of conflict management,  $t = 0.89$ . (Fig. 4.8)

As the relationship between companies begin, grow and develop or fail it is very similar to the relationship between people. Kanter (1994) in his article said, the relationship can end due to a number of reasons. It is simpler to manage the relationship when they are narrow in scope. It had been found essential that effective management of relationships to build collaborative advantage requires manager to be sensitive to political, cultural, organizational and human issues.

The obtained results support the hypothesis, partly. Out of the two conflict management styles, significant difference was observed for the two SO and C between the clear extraverts and clear introverts.