CHAPTER 5

SUMMARY

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This chapter throws light on the study as a whole. It has been divided into sections. The first section covers the Introduction and the rationale of the study, the second section covers the research design. The third section focuses on the tools, fourth and fifth sections focus on the major findings, limitations and future relevance.

INTRODUCTION AND THE BACKGROUND

The organization man need to understand his place in the organization, and there arises the expectation from the organization. In the hierarchy laden organizations, the complexities due to strong needs for collaboration, the human relation increases. The expectation from employee and employer create a situation of conflict. Apart from this the expectation from self may be even more complex. Since, the conflict in an organizational conflict network is unavoidable, it needs proper channelising. The task of managing conflict varies from one individual to the other.

This study is based on Pondy's (1975) model of dynamics of conflict and Jung's analytic theory. The study assumes that the

individuals at workplace would get involved with the work situations in different extents showing some of the symptoms, which often remain unnoticed.

The essence of Jung's theory is that everyone uses four basic mental functions or processes which are called Sensing (S) Intuition (N) Thinking (T) and Feeling (F). Different personality types differ in the priorities of use of these functions and attitude i.e. extraversion and introversion. These functions represent an individual's orientation towards consciousness (Jung, 1921, p. 436).

Moving towards the concept of internalization of conflict, we need to refer to Pondy's stages of conflict phenomenon, which distinctly defines various stages of conflict. The present study focused on one of the stages of the model given by Pondy. The model represents five stages of conflict i.e. (1) Latent phase; (2) Perceived conflict; (3) Felt conflict; (4) Manifestation phase; and (5) Conflict Aftermath. However, the felt conflict can be explained in terms of the phase which precedes the manifestation of conflict and succeeds the perceived conflicts. The internalization of conflict involves the whole personality of the individual with the situation. The internalization of the perceived conflict would be determined by the individual's affective state i.e. the extent of loss of balance between the conflicting situation and the personality make-up.

An important difference is there between perceiving and internalising conflict. This can be explained in two ways. According to the first explanation, the inconsistent demands of efficient and individual growth creates anxieties within the individuals. Anxieties may also result from the identity crises or from extra-organizational pressure. Individuals need an outlet in order to maintain internal equilibrium. One or the other excuse is seeked for displacing these anxieties. Popularly this is known as "tension model."

According, to the other explanation, the conflict becomes personalized, when the whole personality of the individual involves in the relationship. One of the most common feeling is, feeling of hostility, which is observed in total institutions, like, families and organizations, where the intimate relations exist. Felt conflict may arise from sources independent of the three types of latent conflict. However latent conflict may provide types of targets for undirected tensions. An attempt has been made to study the anticipated complexities related to the physiological and psychological changes and the personality factors. The concept of "Constructive Contention" is popular in today's industry. it is defined as "discovering new value in and innovative solutions from conflicts and differences."

Managing conflict is an important issue. Successful organizations use conflict as catalyst to generate fresh ideas, but if they can not do it successfully, the organization collapses.

The four style model developed by the Swiss Psychologist Carl Jung, which was the basis of contention style survey. According, to him each style has a distinctive 'function' or 'competence' and communication preference. He gave an interesting model in which he tried to show how each style see other style in conflict.

Thus, the rationale of the study, in a nutshell may be described in the following words. If the symptoms shown by an individual are understood in terms of internalization of conflict by the people around, and healthy way of managing conflict are adopted in the organization, then it would consequently lead to better communication among people of various personality profiles and consequently lead to prosperous organization.

This study has been an attempt to study how the internalization of conflict and the style of conflict management vary with various index of the personality types observed among the managers.

METHODOLOGY

Aim of the Study

To study the internalization of conflict, conflict management in relation to personality types of managers.

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Objectives of the Study

The lack of coordination at one or the other level and in one or the other form in organizations increases the relevance of the study. The main objectives of the study were as follows:

1. To study the internalization of conflict as predictor of some behavioural and emotional symptoms.

2. To study the internalization of conflict among the managers of different personality types emerged.

3. To study the conflict management styles of the managers of the different personality types emerged from the sample.

4. To study the difference in internalization of conflict between clear extraverts and clear introverts.

5. To study the difference in conflict management style of clear extraverts and clear introverts.

Variables

The variables under study were as follows:

1. Independent Variable: Personality Type

2. Dependent Variables: 1. Internalization of conflict

                                            2. Behavioural and emotional symptoms

                                            3. Styles of conflict management.

Hypotheses

The available literature from Dictionary of Occupational titles (U.S. Department of Labour, 1977) shows that only certain types of personality emerge among managers which are dominantly found in organizations. On the basis of this the following hypotheses were formulated:

1. It was assumed that the internalization of conflict would be able to predict the symptoms mentioned.

2. There would be a significant difference in the levels of internalization of conflict among the managers of different personality types (ISTJ & ESTJ).

2.a. The ISTJs would show high internalization of conflict as they are orderly, responsible and see that everything is well organized.

2.b. The ESTJs are realists and practical. They are supposed to internalize low level of conflict.

3. There would be a significant difference in the style of management of conflict.

3.a. The ISTJs are expected to adopt solution oriented (SO) style of conflict management as they make-up there own mind as to what should be accomplished and work steadily, regardless of protests or distraction.

3.b. The ESTJs were expected to adopt Control (C) style of conflict management, as they are realistic and practical in their approach.

4. There would be a significant difference between high and low level of internalization for each index (EI, SN, JP, TF) of the personality type.

5. A significant difference was expected between clear preference for Extraversion and Introversion for each dimension of internalization of conflict, taken into consideration.

6. It was expected that there would be a significant difference between the styles of conflict management of clear Extraverts and Introverts.

Sample

The sample for the study consisted of managers of different organisations. Since the study was conducted in different phases, the sample size varied accordingly, with the purpose.

For the pilot study, which was done to standardise the "Internalisation of Conflict Scale" (ICS), the data was collected from the managers of various organization irrespective of the type of organization. The total number of the respondents was 50, in this round. After the statistical analysis carried out for the above mentioned scale. This scale was used to collect data from four other organisation chosen randomly. The sample size for this phase was 60. This data had been used for the establishment of the reliability and validity of the scale.

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The data for the last phase had been collected from one of the India's large service organisation was equal to 275.

Tools

The tools used to measure the various dimensions of the three variables were as follows: The Internalization of Conflict Scale (I.C.S.) and the symptom checklist were designed by the investigator for the research purpose.

1. Myers-Briggs Type Indicator (MBTI)

2. Occupational Communication Conflict Inventory (O.C.C.I., Form B.

3. Internalization of Conflict Scale (ICS)

4. Symptom checklist.

Myers-Briggs Type Indicator (MBTI)

This scale was developed by Katherin C. Briggs. It is based on the ideas of Jung about the perception and judgement and the attitude in which these are used in different types of people. It contains 94 items which represent four separate indices. The preferences affect not only what people attend to do in any given situation, but also draw conclusions about what they perceive. These items scored for each index offer forced choices between the poles of the preference at an issue. The choices are seemingly inconsequential between everyday events, chosen by

Myers as stimuli to evoke the more comprehensive type preferences. Each of the choices reflects the two poles of the same Jungian preferences (E or I, S or N etc.). Each of the scores may be weighted 0, 1 or 2. The letters indicate the direction of preference. The type formula gives letters from all four scores, which provide a compact definition of each type e.g. (ESTJ, INFJ etc.).

Carskadon (1977) established the test-retest reliability for the continuous scores of the MBTI and it was found to be 0.73 to 0.87 with the exception scores for Thinking-Feeling index being 0.56.

Occupational Communication Conflict Instrument - Form-B (OCCI)

This instrument was developed by L. L. Putnam and C. Wilson (1988) to measure the conflict management in the organization. The items are to be rated on 7 point scale. Putnam & Wilson (1988) after doing factor analysis found the three basic styles i.e. Non-confrontational, Solution Orieted and Control. The Non-confrontational includes avoidance and accomodation, the Solution-oriented includes collaboration, the control style is synonymous to the competition.

The reliability of O.C.C.I. was calculated by K-R method and was found to be 0.763 as a whole.

Internalization of Conflict Scale (I.C.S.)

An attempt was made to develop an instrument to measure the phase preceding the manifestation phase.

Manifestation of conflict = f (Perceived and internalised conflict).

This scale consists of a 5 point scale which varies from maximum agreement to minimum agreement. The scale after undergoing item analysis and factor analysis was left with 38 items representing eight dimensions. These dimensions have been defined below:

1. Job Prospects and Working Conditions (JP/WC): This dimension shows the possibilities of climbing-up the ladder with an essence of trust and harmonious work atmosphere.

2. Unexpected Work Situation (UWS): This dimension refers to the deviated work situations which occur occasionally without any notice for which the individual is not prepared beforehand.

3. Workgroup Situation (WGS): Workgroup situations includes the adaptability, and ability to work with the group in the organisation.

4. Threats (T): The criticism, sarcasm and presence of people of different temperament have been covered as threats for an individual working in the concerned organisation.

5. Work Co-ordination (WC): This dimension shows a situation which is a web of working people with different abilities, temperament and extent of co-ordination.

6. Resources (Rc): The financial and material assets which help the organisation to achieve tangible results like economic gain or loss, productivity margin etc. have been refered as the resources.

7. Individual Inefficiency (II): This dimension describes about the individual's extent of expression or presemtation of an issue or the ability and the inability to accept any decision taken by the organisation.

8. Recognition (Rc): The acknowledgement of one's contribution towards the working of the organisation has been defined as recognition.

The reliability of the scale as a whole was estimated to be 0.610 by K-R method.

The validity of the scale was established by correlating with the O.C.C.I. For the present study the percentile norms were also prepared with a total sample of 200. It was found that the curve was slightly negatively skewed (-0.945) and the same time it was found to be slightly leptocurtic (0.25) i.e. more peaked than normal curve.

Statistical Analysis Used

Different statistics were used for different purpose. In the initial stage for the development of Internalization of Conflict Scale (ICS), different Psychometric methods were used. Later on discriminant analysis, t Tests, Product Moment Correlation (r) were used.

MAJOR FINDINGS

The discriminant analysis done to see how well the predictors could discriminate between the presence and absence of the symptoms due to the internalisation of conflict, gave mixed results. Most of the dimensions showed above 60% of accuracy in predicting the symptoms. Thus, the results partly support the hypothesis.

The first hypothesis, according to which there should be a significant difference between the levels of internalisation of conflict among managers of different personality types (ISTJ and ESTJ), was found to be well supported by the results obtained from the data collected.

It was observed that ISTJs showed higher level of internalization in comparison to the ESTJ. It can be inferred that this difference is due to the difference in attitude only as the rest of the functions (S,T,J) are common in both the types.

The second hypothesis was partly supported by the results obtained. For the solution oriented style the difference was not significant. It was observed that the ISTJs opted for the Non-Confrontational style of conflict management. ESTJs were also found to be opting for the same style frequently, but unlike their counterparts with ISTJ personality profiles. The two styles showed significant difference in case of Control style of conflict management.

The hypothesis which states that there would be a significant difference between high and low level of internalisation for each index (EI, SN, JP, TF) is supported in case of three index (EI, SN & TF) except for JP index.

A significant difference was observed between clear preference for extroversion and introversion for the following dimensions of internalisation of conflict i.e. Unexpected Working Conditions (UWC), Workgroup Situations (WGS), Threat (T), Resources (Rs), Recognition (Rc) and internalisation of conflict as a whole.

A significant difference was observed in case of Control and Non-confrontational style of conflict management by the two types showing clear preference for extroversion and introversion.

DISCUSSION AND CONCLUSION

With the help of detailed statistical analysis, we observe that the assumptions made in the beginning of the study, are well supported in some cases and partly supported in case of other assumptions.

As we know that several studies have been carried on conflict and conflict management, but to the best of my knowledge a maiden attempt has been made to study the particular phase of the model given by Pondy, L.R. (1975), i.e. the 'Felt' conflict or the internalisation of conflict with the help of certain symptoms, which often go unnoticed when a person is in conflict. Great care has been taken in segregating the phase of 'internalisation' of conflict and the phase of manifestation of conflict.

The discriminant analysis which was done to see if the predictors could discriminate between the symptoms well shows the direction of relationship which was according to the assumptions, yet the ability to discriminate between the two groups was not very high. Thus this hypothesis was partly supported.

The second hypothesis was found to be well supported by the results obtained. It is inferred that the difference in internalisation of conflict is due to the difference in attitude only (E & I) as the remaining preferences were found to be same.

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In case of the third hypothesis, the two personality types (ESTJ & ISTJ) differed only when tested on the control style of conflict management. The ESTJs were found to be opting for this style more often than the ISTJs. However, they did not show any significant difference when tested on the other two styles, i.e. Non-Confrontational and Solution Oriented style of conflict management. This result may be justified, as the organisational culture plays an important role in deciding for the style to be adopted to manage conflict. It is possible that the individuals do not feel the need of confrontation in most of the situations. However, when it comes to the Control style of conflict management the two styles show significant difference. This may be attributed to the strong characteristic difference in their personality types.

A significant difference was observed between clear preference for the extraversion and the clear preference for introversion, when studied in terms of internalisation and style of conflict management. There was distinct difference in the levels of internalisation due to UWC, WGS, T, Rc, and internalisation as a whole. Whereas, in case of conflict management significant difference was observed for Control and Non-Confrontational style of conflict management.

The statistical analysis showed a significant difference for the three indices i.e. EI, SN, TF, when compared on the basis of high and low level of internalisation of conflict. However this difference was not significant for one index i.e. JP. It may be

because of the frequent preference for J, which includes the ways of coming to conclusion about what has been perceived. It refers to the decision making, evaluation, choice and selection of response after perceiving the stimuli.

Thus, it can be concluded by overviewing the qualitative and quantitative analysis, that more or less the assumptions were supported well. It is expected that the results which could not support the assumptions well may help in generalisation of the assumptions with a larger sample.

LIMITATIONS OF THE STUDY

A critical examination of the study reveals some of the limitations, which are as follows:

1. In order to maintain consistency in replies, the respondents often answer to the various questions accordingly.
2. The symptoms checklist gives only dichotomous answers.
3. The whole study has been carried out in the light of only two personality types emerged among the sample of managers.

FUTURE RELEVANCE

By understanding the personality profiles of managers and the workplace, a situation of conflict may be handled in healthy

way. Understanding the extent of internalization of conflict by managers of different personality profiles, situation of conflict can be handled properly, which might lead to enriching work environment, success of self and the organization. This in turn may contribute to the progress of organization as a whole. Similar studies with different perspectives may be carried out to explore the phase of internalization of conflict among managers.

1. A similar project may be taken-up to compare the service and manufacturing organisations.

2. A comparative study may be done between the two phases i.e. manifestation of conflict and internalisation of conflict.

3. A similar study can be done to study internalisation of conflict at different levels of hierarchy.

4. The conflict management techniques may be studied to compare the internalisation of conflict and manifestation of conflicts.

5. An interdisciplinary approach may be used (medical, psychological and organisational behaviour, sociological) to study the internalisation of conflict in detail, its segregating line with the phases preceeding or succeeding, by using subjective and objective measures to study its impact in interpersonal relationship etc.