

CHAPTER 1

INTRODUCTION

BACKGROUND

The age of industrialism brought a quickened tempo to both, individual and organizational life. With all the rules defined, and a set of fixed principles indicating how to deal with various problems, the flow of decision can be accelerated to keep up the faster pace of life brought by industrialism.

Weber (1958) pointed out that "the extraordinary increase in the speed by which public announcements, as well as economic and political facts are transmitted, exerts a steady and sharp pressure in the direction of speeding up the tempo of administrative reaction. He added, "the optimum of such" reaction time is normally attained only by a strictly bureaucratic organization. But the changes are so rapid and complex that the saying "the problem with Bureaucracy is that it can't respond rapidly to change. Its motto is "Ready, aim, aim aim....." It just can not pull the trigger. 'Anonymous' has proven to be true to a great extent.

Executives and managers in this system function as coordinators between the various work teams. They communicate across groups, translate and interpret the language of one in

other. Due to strong needs for collaboration in complex tasks, the importance of human relation increases. According, to Bennis (1966), people be differentiated not vertically, according to rank and role but flexibly and functionally, according to skill and professional training.

Power laden hierarchies, through which authority flowed, wielded the whip by which the individual was held in time knowing that his relationship with the organization would be relatively permanent the organization man looked for approval within the organization. Rewards and punishments come down the hierarchy to the individual. The organization man need to understand his place in the organization, and there comes the expectations from the organization. The expectation of everyone from everyone and of the organization from people and the vice-versa creates the situation of conflict. Not only this, expectation of oneself from oneself may be like plastering the wall. Commenting on organization-executive relationship, Bernard (1938) says, organizations are a system of cooperative activities and their coordination requires something intangible and personal, that is largely a matter of relationships.

The concept of conflict has been treated as a general social phenomenon with implications for the understanding of conflict within and between organizations. No organization can escape conflict. If conflict is unavoidable, it should be accepted and channelized. This task of managing the conflict vary from one individual to the other. Considering the complexity of the

organization, family background, the upbringing, the personality make-up of the individual and environmental factors altogether interact and decide the individual's reaction to the conflicting situation. Walley and Whitehead (1994), concluded that complicating situation for managers is the growing array of choices they have for how and when they respond to environmental pressures.

PERSONALITY TYPES, INTERNALIZATION OF CONFLICT AND CONFLICT MANAGEMENT STYLES : A CONCEPTUAL ANALYSIS

An attempt is being made to discuss the variables taken into for the study, separately. They are (1) Internalization of conflict, a phase focussed by Pondy (1975) in his model which explains the dynamics of conflict. (2) Conflict management, focussing on three styles i.e. Solution Oriented, Non-Confrontational and Control; (3) Personality types based on Jung's theory of four preferences.

Here we begin with the independent variable of our study i.e. Personality type. Several factors lead to individual differences in behaviour. The culture, group relationship, management system, past experience, work situation are a few to name that influence one's personality.

Personality Type : An Overview

The diversity in ordinary use of the word personality may seem considerable simple. The psychologists have endowed this term by a variety of meaning. Personality consists concretely of a set of scores or descriptive terms that describe the individual. If one can understand, how man comes by the ideas about things and people, which make-up his world image, which govern the growth and development and interaction of these ideas, it would be the first step in understanding man's behaviour.

Allport (1937) in an exhaustive survey of literature classified about fifty definitions. The most acceptable definition of personality given by Allport (1937) is "Personality is the dynamic organization within the individual of those psychophysical systems that determine his unique adjustments to his environment."

Since we are focussing on the Jung's theory of preference we elaborate the same in the forthcoming passages.

In the present study, the Jung's Analytic theory forms the basis of Personality variable. Carl Jung is acknowledged to be one of the foremost psychological thinkers of the twentieth century.

Jung's Theory of Preferences

Though, Jung's theory of personality is usually identified as a psycho-analytic theory because of its emphasis on unconscious processes, it differs in some notable factors from Freud's theory of personality. The most prominent feature of Jung's psychology is that it combines teleology with causality. According to him, human behaviour is conditioned by individual's racial history (causality) and aims and aspirations (teleology).

Definitions of Preferences

There are two opposite preferences for each of the four scales reported by the Myers Briggs Type Indicator. It is important to realize that all of us use both of the opposite preferences at different times, but not both at once, and not in most cases, with equal confidence. The scales and preferences are defined below:

Preference to Focus Attention : The EI Scale -

E - Extraversion

People who prefer Extraversion tend to focus on the outer world of people and things. When one is extraverting, one is

energized by what goes on in the outer world, and this is where one tends to direct his own energy. Extraverts usually prefer to communicate more by talking than by writing. They need to experience the world in order to understand it and thus tend to like action and variety.

I - Introversion

People who prefer introversion focus more on their inner world. When introverting, one is energized by what goes on in his inner world and this is where he tends to direct his own energy. Introverts tend to be more interested and comfortable when they can work quietly without interruption. They like to understand the world before experiencing it, and so need time to reflect before acting.

Acquiring Information OR Finding Out About Things : The SN Scale

S - Sensing

Sensing focuses on the realities of a situation, sensing types tend to accept and work with what is "given" in the here and now, and thus become realistic and practical. They are good at remembering and working with a great number of facts. They prefer to use proven procedures and are careful with detail.

N - Intuition

Intuition shows the meanings, relationships, and possibilities that go beyond the information from one's senses. Intuitive types look at the big picture and try to grasp the overall patterns. They grow expert at seeing new possibilities and they value imagination and inspiration.

Making Decisions : The TF Scale

T - Thinking

Thinking types make decisions objectively, on the basis of cause and effect, by analyzing and weighing the evidence. Thinking focuses on the logical consequences of any choice or action. Thinking types seek an objective standard of truth; they are good at analyzing what is wrong with something.

F - Feeling

Feeling types make decisions based on person-centered values. When deciding, they consider how important the choices are to themselves and others. They like dealing with people and tend to become sympathetic, appreciative, and tactful. They value harmony and work to make it happen.

Orientation Towards Outerworld : The JP Scale

J - Judging

Those who prefer judging like to live in a planned, orderly way, wanting to regulate life and control it. They want to make decisions, come to closure, and then carry on. They like to be structured organized and want things settled.

P - Perceiving

Those who prefer Perceiving like to live in a flexible, spontaneous way, gathering information and keeping options open. They seek to understand life rather than control it. They prefer to stay open to experience, enjoying and trusting their ability to adapt to the moment.

The essence of Jung's comprehensive theory that relates to psychological types is the belief that everyone uses four basic mental functions or processes which are called Sensing (S), iNtuition (N), Thinking (T) and Feeling (F). Everyone uses these functions daily. The sixteen types differ only in priorities they give to each function and in the attitudes i.e. introversion (I) and extraversion (E). These four functions postulated by Jung represent individual's orientation to consciousness and are known as orientation function. According to Jung, "a particular form of psychic activity that remains the same in principle under varying conditions" is called function (Jung, 1921/1971, p. 436). Type

theory assumed that the many aspects of conscious mental activity can be subsumed under one of these four categories. The concept of perception and judgement are of critical importance. The perception includes the many ways of becoming aware of things, people, events or ideas. It includes information gathering, the seeking of sensation, the selection of stimulus to be attended to.

Judgement includes all the ways of coming to conclusion about what has been perceived. It includes decision making, evaluation, choice and the selection of the response after perceiving the stimulus.

Jung divided all perceptive activities into two categories - Sensing and intuition. He named them irrational functions by which he meant, that these functions are attuned to the flow of events and operate most broadly when not constrained by rational direction.

Sensing Perception (S)

Sensing (S) refers to perceptions observable by way of senses. Sensing refers to what exists. It can bring to awareness only what is occurring in the present moment. The individuals oriented towards Sensing tend to focus on the immediate experience and often develop characteristics associated with this e.g. realism, acute power of observation, memory for details and practicality.

Intuitive Perception (N)

Intuition refers to the perception of possibilities, meanings and relationships by way of insight. According to Jung, intuition as perception by way of unconscious intuitions may come to the surface by of consciousness suddenly. The term, intuition does not denote something contrary to reason, but something outside the province of reason.

Intuition permits perception beyond what is visible to the senses, including the possible future events. Thus, persons oriented towards intuitive perception may often overlook the realities. They may begin with intuition and reach imagination, theoretical abstract, future oriented etc.

Jung used the term thinking and feeling in special ways to refer to the rational functions that are directed towards bringing life events into harmony with the laws of reason.

Thinking Judgement

Thinking (T) is the function that links ideas together by making logical connections. Thinking relies on principles of cause and effect and tend to be impersonal. Individuals oriented towards thinking may develop analytical ability, objectivity, concern with principles of justice, criticality and orientation to time i.e. past, present and future.

Feeling Judgement (F)

Feeling (F) is the function which one comes to decisions by weighing relative values and merits of issues. Feeling relies on understanding of personal values and group values. It is thus, more subjective than thinking. Such people are expected to be concerned with their own and other's feelings. They have a concern for others and a need for affiliation a capacity for warmth. The classical difference between 'tough minded' and 'tender minded' refers to the TF i.e. Thinking - Feeling type difference.

In the dynamics of the type theory, one of the four functions is dominant. This dominant function determines the direction of the personality. The functions are the subordinate and serve the goals of the dominant function. The attitudes, extraversion and introversion and the individual's orientation to the outer world describes the way the dominant and other functions interrelate.

The Attitudes

Jung distinguished two major attitudes or orientation of personality, the attitude of extraversion and the attitude of introversion. The extroverted attitude orients the person towards the external, objective world, the introverted attitude orients the person towards the inner, subjective world.

Both the attitudes are present in the personality but ordinarily one is dominant and conscious while the other is subordinate and unconscious.

Extroverted Attitude (E)

In the extroverted attitude (E), the attention is towards the objects and people in the environment. Individual who have extroverted attitude tend to have awareness and reliance on the environment for stimulations. They are often action-oriented, impulsive, easy at communication and sociability.

Introverted Attitude (I)

In introverted attitude the energy is drawn from the environment and consolidated within one's position. The main interest of the introvert are in the inner world of concepts and ideas. The individuals with such attitude tend to rely on enduring concepts more than on transitory external events, thoughtful and enjoy solitude and privacy.

Orientation to the Outer World : Judgement and Perceptions

Behaviours characteristic of persons who used either thinking and feeling (who extroverted one of the judging function) in their outer life formed the basis for the J pole of

the JP preference. Behaviour characteristics of persons who used either sensing or intuition in their outer life (i.e. who extroverted a perceptive function) formed the basis of P pole of the JP preference.

Perceptive Attitude (P)

In the perceptive attitude (P) individual is attentive to incoming information. For the people with perceptive attitude there is a sense of openness, interest and curiosity. Such persons are spontaneous, adaptable, open to changes and strive to do everything that comes on their way.

Judging Attitude (J)

In Judging type, a person is concerned with making decisions, seeking closure, organizing activities. The persons with judging attitude tend to shut off their perception as soon as they have observed enough to make decision, unlike the persons who prefer the perceptive attitude who suspend judgement to take another look before making any decision.

Dynamic Interaction of Preferences

The four letter type formula stands for a complex set of dynamic relationships between the functions (S, N, T and F) the attitudes (E and I) and the orientation to the outer world (J and

P). Jung commented that in introverts with thinking dominant the counterbalancing functions have an extroverted character. Myers and Briggs used these ideas in their dynamic representation of the MBTI types.

Assumptions for the Types

1. For each type, one function will lead or be dominant (1st function).
2. Members of each type will mainly use their first function in the favourite attitude.
3. In addition to the first or dominant function, a second or auxiliary function will be developed to provide balance.
4. The second function provides balance between extroversion and introversion. For extraverts the dominant function will be extroverted and the second or auxiliary will typically be used in the inner world. In the development of the auxiliary function a person develops skill in living in both, the outer world and the inner world.

According to this model, extraverts show their first or best function to the world, introverts show their second-best function to the outside world, saving their best function for the inner world of ideas. A well-developed introvert can deal efficiently with the extroverted world, when necessary, but works best, most easily and most enjoyably with ideas and so on with introverts. Good type

development fosters the ability to extrovert comfortably and to introvert comfortably but assumes also a natural preference for one attitude or the other.

5. The second function also provides balance between perception and judgement. In the development of the auxiliary the person gains command of both perception and judgement, i.e. of taking in information and making decisions or of seeing the stimulus and making the response.
6. The JP preference points to the function used in the extroverted attitude for both, extroverts and introverts.
7. If the dominant function is typically extroverted, the other three functions will be typically introverted and vice-versa.
8. The function opposed to the dominant is typically the least developed or inferior function. It can also be referred to as fourth function.
9. The function opposite to the auxiliary is the third or tertiary function.

Identifying the Dynamics from Type Formula

The type formula shows the preferences in a fixed order

Positions of Preferences in Type Formula

EI	SN	TF	JP
Extroversion or Introversion	Sensing or Intuition	Thinking and Feeling	Judgement or Perception
Attitudes	Perception Functions	Judgement Functions	Orientation to Outer World

Identifying the Dynamic Relationships for Extroverted Types

Ist Step

Look at the fourth letter. If it is J, it points to the third letter, since the third letter gives the chosen judgement function. If it is P, it points to the second letter, where the chosen perceptive function appears.

e.g. ESTJ here, J points to T

ENFP here, P points to N.

IInd Step

The JP points to one of the preferred functions which is typically extraverted. The other preferred function will be typically introverted.

e.g. ESTJ - T is extraverted
and S is introverted.

In ENFP - N is extraverted
F is introverted.

IIIrd Step

For extraverted types the extroverted function is dominant
and the introverted function is auxiliary.

e.g. ESTJ: T is extraverted.

So it is dominant.

S is introverted, so must be the auxiliary.

In ENFP, N is extraverted, so must be the dominant

F is introverted, thus it is auxiliary.

IVth Step

For all types, the third function is the opposite of the
second, and the fourth or inferior function is the opposite of
the first e.g. In ESTJ - T is first function

S is second function.

Identifying Dynamic Relationships for Introverted Types

Ist Step

Same as for the extraverts

IInd Step

Same as for extraverts

IIIrd Step

For introverts, the extraverted function is auxiliary and the introverted function is dominant. ISTJ: T is extroverted, thus here it is auxiliary. S is introverted, thus, it is dominant.

IVth Step

For all 16 types, the third function is the opposite of the second and the fourth function is the opposite of the first.

ISTJ - S is # 1
 T is # 2
 F is # 3
 N is # 4.

In short, MBTI contains four indices, EI, SN, TF and JP. Two of these SN and TF, reflect the basic preferences for use of perception and judgement. The EI and JP reflect the attitude towards inner and outer world.

According to this theory, by the 'type' of an individual, their preference for the perception and judgement is exercised. The values, needs habits of mind are reflected by their type. In dealing with people of different type, the importance of the qualities they have may help in establishing sound rapport.

The Personality Profiles And Job Options

Type watching has substantial application in choosing and changing career. The skills demanded at one level of any profession may be different from other level. The change in level may demand new set of skills, schedules, procedures, rules and regulations etc.

Thus, there exists a direct alliance between job-level skills and typology. Career counsellors divide the career into three types -

- (a) Those involving data (operator, desk-clerk, accountant).
- (b) Those involving people (sales, teaching, management, lawyer, etc.).
- (c) Those involving things (switchboard, carpenter, etc.).

In these three categories, as one climbs-up the level of profession, the skill demands different set of typological demands.

The chart below shows a functional skills within each area hierarchy.

COMPLEX	DATA	PEOPLE	THINGS
 SIMPLE	Synthesizing	Mentoring	Setting-up
	Coordinating	Negotiating	Precision tasks
	Analyzing	Instructing	Operating/controlling
	Compiling	Supervising	Driving/Operating
	Computing	Diverting	Manipulating
	Copying	Persuading	Tending
	Comparing	Speaking/	Feeding/handling
		Serving	

The top level of the category requires for more complaisance and perception, in modifying, altering, arranging and installing. The irony is that the Intuitives and Perceivers are likely to become frustrated working at lower level activities, reducing the likelihood that they will find their way to the top and increasing the possibilities that those who do rise are not the best types for the job.

A sample of representative occupations listed as attractive to each of the sixteen types, taken from a modification of the Dictionary of Occupational Titles (U.S. Department of Labour, 1977), represents a fourteen year data base from the Centre for the application of Psychological Type.

Typewatching at Workplace

Typewatching at Workplace, has been applied at various occasions including goal-setting, time management, conflict resolution, team building etc.

Some of the issues, that are important are being focussed in the following section.

Personality Type And Goal Setting

Goal-setting is an important way to keep organizations focused and for establishing the general criteria by which the

productivity and value of an employee's performance is measured. It is a complex area of work world. It is assumed that the various personality types approach goal setting in different ways.

Extravert - Introvert Goal Setting

This section spotlights on the difference in goal setting in terms of extraverts and introverts.

Extraverted managers make commitments aloud, hence, their commitments are very much in public domain. Again the way, how the goals are set, vary with the type of extraverts. Extraverted-Judgers determine the goals beforehand, make them clear to all, and impose them on everyone, often they have been agreed upon the key members of the group. However, Extraverted Perceivers, want to argue about it. Sometimes, it can be extremely frustrating for subordinates in such a situation to get a clear picture of exactly what the EPs goals are. For EPs, goals can change overnight, as they continue to refine things verbally and get feedback from others.

On the other hand, Introvert managers would rather collect information about possible goals, gradually working towards a conclusion about what is feasible. Only when a decision has been made, then only the introvert begin to shape it with others. The process, however is a contemplative an inward one. It is expected

that the more the extroverts push, the introverts would calm up. Consequently, the most important ability of introverts, is to reflect, listen and contribute clarity of thought and speech are lost by the other group members. Great ideas get lost in the process.

Effective goal setting should give Extroverts the opportunity to verbalize their ideas. Introverts take time to reflect by themselves on what has been discussed.

One effective technique is to ask Extroverts to put their ideas into writing, before a meeting which provides the introverts a chance to pursue the goals on their own. Extroverts must be clear to the introvert about exactly, what they would like feedback on. Extroverts tend to assume that, the silence of introverts means consent, which is not necessarily true.

Sensor-Intuitive Goal Setting

Sensors want practical, down-to-earth goals, they want to emerge with something tangible. They want to be specific. They want to have day-by-day description. In all, the Sensors bring clarity to the goal-setting process. Effective goal settings for Sensors must know what is going to be accomplished with the goal and require some tangible evidence that the goal can be reached.

Whereas, the iNtuitives prefer not to bother themselves with such minute details. They want to look at the future in terms of

far reaching impact. They are excited to fantasize about where they want to be after certain period of time. they often see many possibilities in goal setting. They see the inter-relatedness of various aspects. Since they are not always aware of the details their large schemes regarding the organizations, many a times end up theoretical than practical.

Thinker-Feeler Goal Setting

Thinkers strive for the most objective, concise descriptions of what the goals will be. Thinkers, especially the intuitive-thinkers can spend a inordinate amount of time working, reworking for the goal description. Thinkers are often criticized for taking so long to reach perfectionism, instead of getting appreciation for the same.

For Feelers, any goal must be people oriented. They tend to focus on the professional growth need of the people within the organization. They often become compassionate in respect of the harsh deadliness.

Judger - Perceiver Goal Setting

The Judger-Perceiver goal setting difference is most visible. The Judgers want to establish agreement on a goal as quickly as possible. The Perceivers in goal setting get upset seeing the Judger's closing or denying others the chance to

evaluate it or fear other side of the issue. Once, the Judges are there in goal-setting, they are likely to put them into action assuming that everything is settled.

Whereas, the Perceivers constantly redefine the goals, even after everything seems to be settled. They like to reopen, discuss and argue on any issue, rather than trying to reach on any conclusion. Perceivers, can attend to any issue again and again to be sure Judges feel this behaviour is anathema. The Perceivers get intimidated and augmentative. The judges, get frustrated and impatient. In this process, the whole goal setting may become chaosed.

Preference Imbalance And Preference Balance

It is beautifully illustrated that goal setting comes easy to Judges, often dismay of their subordinates of whatever type. Sticking to and achieving the goals is even easier, regardless of whether the goal remains relevant over long-term. However, Perceivers often feel they have not collected enough data to establish a firm goal. Perceivers always need more data and thus, this nature of combination may lead to failure.

Preference balance may lead to successful goal-setting by bringing together a group that reflects a cross-section of various preferences.

By going through the personality type of the people at a work place may help everyone become aware of the groups natural strengths and blind spots.

Ultimately, the goal setting process is a reflection of an organization type. Organizations whose goal setting is determined largely by Judging types often turn into the slow-gain, solid and steady, Fortune 500 types - Ford, AT&T for e.g. Perceivers type goal setting often lead to organizations that are high-risk, rapid turnover, innovative and sensitive to changing markets and trends. To quote an example, silicon valley computer firms are started by high-risk Perceiver type entrepreneurs. Success depends on their ability to follow through with Judging type management and organizational skills.

Characteristics of Each Preference

Extraverts

Like variety and action

Are often good at greeting people

Are sometimes impatient with long slow jobs

Are interested in how others do their jobs

Often enjoy talking on the phone

Like to have people around in the working environment

Often act quickly, sometimes without thinking

May prefer to communicate by talking rather than writing
Like to learn a new task by talking it through with someone.

Sensing Types

Are aware of the uniqueness of each event
Focus on what works now
Like an established way of doing things
Enjoy applying what they have already learned
Work steadily, with a realistic idea of how long it will take
Usually reach a conclusion step by step
Are not often inspired and may not trust the inspiration
When they are
Are careful about the facts
May be good at precise work
Can oversimplify a task
Accept current readily as a given to work with.

Thinking Types

Are good at putting things in logical order
Respond more to people's ideas than their feelings
Anticipate or predict logical outcomes of choice on

Tend to be firm and tough-minded
Are able to reprimand or life people when necessary
May hurt people's feelings without knowing it
Have a talent for analyzing a problem or situation.

Judging Types

Work best when they can plan their work and follow the plan

Use to get things settled and finished

May decide things too quickly

May dislike to interrupt the project they are on for a more urgent one

Work to be satisfied once they reach a judgement on a thing

Union or person

May only the essentials needed to begin their work

Schedule projects so that each step gets done on time

Use it as agendas for action.

Introverts

Like quiet for concentration

Have trouble remembering names and faces

Can work on one project for a long time without interruption

Are interested in the idea behind the job

Dislike telephone interruptions

Think before they act, sometimes without acting

Work alone contentedly

May prefer communications to be in writing

May prefer to learn by reading rather than talking or experiencing.

Intuitive Types

Are aware of new challenges and possibilities
Focus on how things could be improved
Dislike doing the same thing repeatedly
Enjoy learning new skills
Work in bursts of energy powered by enthusiasm with slack periods
in between
May leap to a conclusion quickly
Follow their inspirations and hunches
May get their facts a bit wrong
Dislike taking time for precision
Can overcomplexify a task
Ask why things are as they are

Feeling Types

Like harmony and will work to make it happen
Respond to people's values as much as to them are
Need occasional praise
Tend to be sympathetic
dislike telling people unpleasant things
Enjoy pleasing people
Take an interest in the person behind the job or idea.

Perceiving Types

Do not mind leaving things open for last-minute changes

Adapt well to changing situation

May have trouble making decisions, feeling like they never have enough information

May start too many projects and have difficulty in finishing them

May postpone unpleasant jobs

Want to know all about a new job

Get a lot accomplished at the last minute under pressure of a deadline

Use lists as reminders of all the things they have to do someday.

Now we move to describe the first dependent variable of our study i.e. Internalization of conflict. To understand this we need to understand 'conflict' first.

Conflict

Historical Background

Socrates, in Plato's Republic (cited in Smith, 1968), described a conflict between desire and reason. He noted that desire is linked with pleasure, and reason with forbearance. Aristotle, in de Anima (Cited in Smith, 1968), described a conflict between desire for immediate gratification and delay of

gratification. In his Nichomachean Ethios, Aristotle (cited in Smith, 1968) discussed a conflict that arises from engaging out a sense of duty in acts that are not pleasurable. Thus, the conflict is between conscience and desire to avoid unpleasantness.

Modern views have developed within several traditions' including the physiological, the psychodynamic, the behavioural and the phenomenological traditions.

Physiological Tradition

Homeostatic regulation of physiological functions has traditionally been accounted for by the interaction of opposing systems as in the case of sympathetic and parasympathetic activity.

Coordinated motor activity is explained by the firing of neurons that activate, and others that inhibit, response tendencies (Sherrington, 1906). The conflict between opposing forces can account for a wide range of physiological processes, adaptive and maladaptive.

Psychodynamic Tradition

According, to the Freudian concept, the energy to support psychological functions is assumed to be borrowed from inhibited biological drives eg. sex and aggression. Other conflicts exist

between the individual and society, among the structures of the human mind, id, ego and superego; between instincts, and between motivational and inhibitory psychodynamic forces. Jung's theory emphasizes the bipolarity of human nature and attributes growth to the resolution of discrepancies.

In the psychoanalytic tradition conflict can be either a destructive force or a source of growth. Resolution of conflict occurs either through the removal of restraining forces and the expression of inhibited impulses or through assimilation of repressed material into a conscious conceptual system.

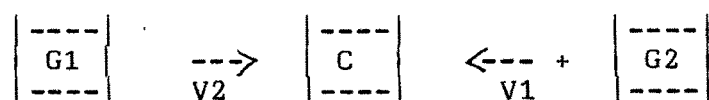
Behavioural Tradition

Within the behavioural tradition, four basic conflicts have generally been recognized i.e. approach-approach, avoidance-avoidance, and double approach-avoidance.

Lewin defined conflict in 'psychological' terms as 'the opposition of approximately equally strong field forces' (1935).

Figure 1.1

A Situation Showing Two Positive Roles With an Individual in the Centre

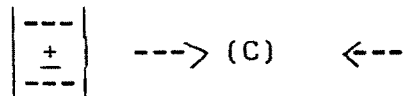


Lewin delineated three cases in which a conflict could be said to exist.

1. The person stands between two positive valences and is required to choose between them. In the above shown figure G1 and G2 are objects with positive valence and V1 and V2 represents the resulting forces acting on person (C).
2. The person is faced with an object which has both positive and negative valence and is required to choose between them.

Figure 1.2

A Situation Showing an Object With One Positive and One Negative Valence



Thus, the person is both attracted towards and repelled by the same object or situation.

3. The person stands between two negative valences, and is required to choose between them. According, to Lewin 'the strength of the field forces which correspond to the negative valence diminishes much more rapidly with increasing spatial distance than do the field forces corresponding to the positive valence' (1935). 'The opposition of two field forces in a conflict situation leads directly to an increase in the total state of tension.' (1935).

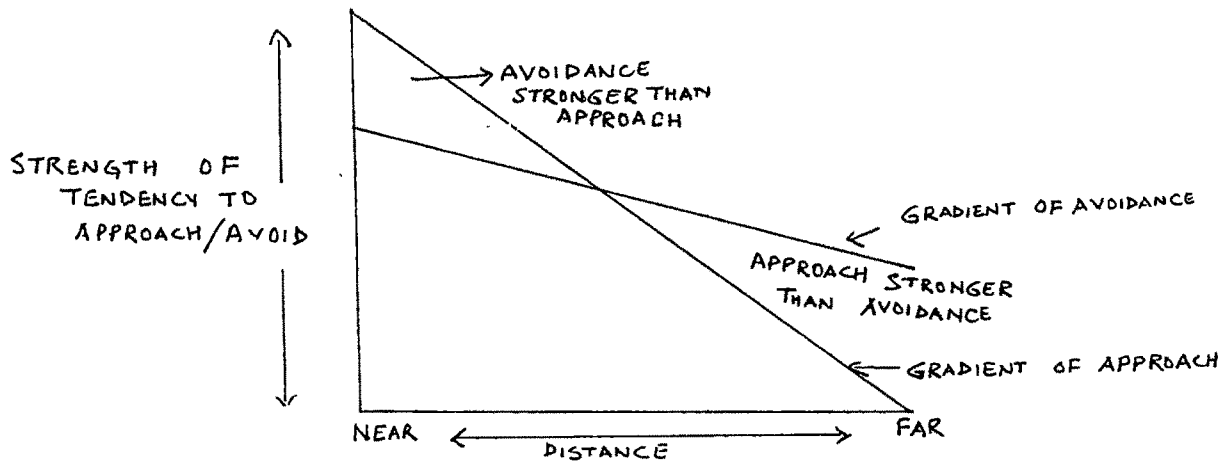
Miller's Conflict Model

Miller's theory of conflict bears resemblances to that of Lewin. His core assumptions about approach avoidance conflict follows:

- (1) There is a gradient of approach i.e. the tendency to approach a goal is stronger the nearer the person is to the goal.
- (2) There is a gradient of avoidance i.e. the tendency to avoid a goal is stronger the nearer the person is to the goal.
- (3) The gradient of avoidance is steeper than the gradient of approach i.e. the strength of avoidance increases more rapidly with nearness to the goal than does the strength of approach.
- (4) The strength of approach and avoidance tendencies varies directly with the strength of the drives upon which they are leased; an increase in drive raises the height of the entire gradient.
- (5) When there is choice between two incompatible responses, the stronger one is selected.

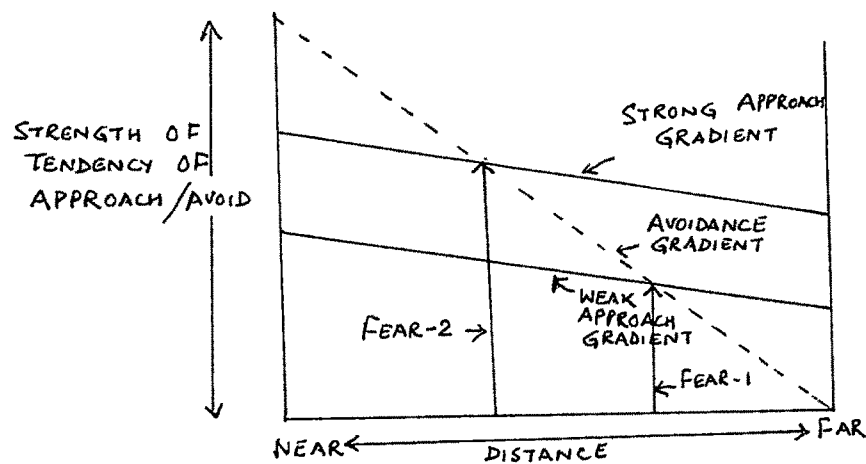
Figure 1.3

Theoretical Gradient of Approach and Avoidance Tendencies
as a Function of Distance From a Goal

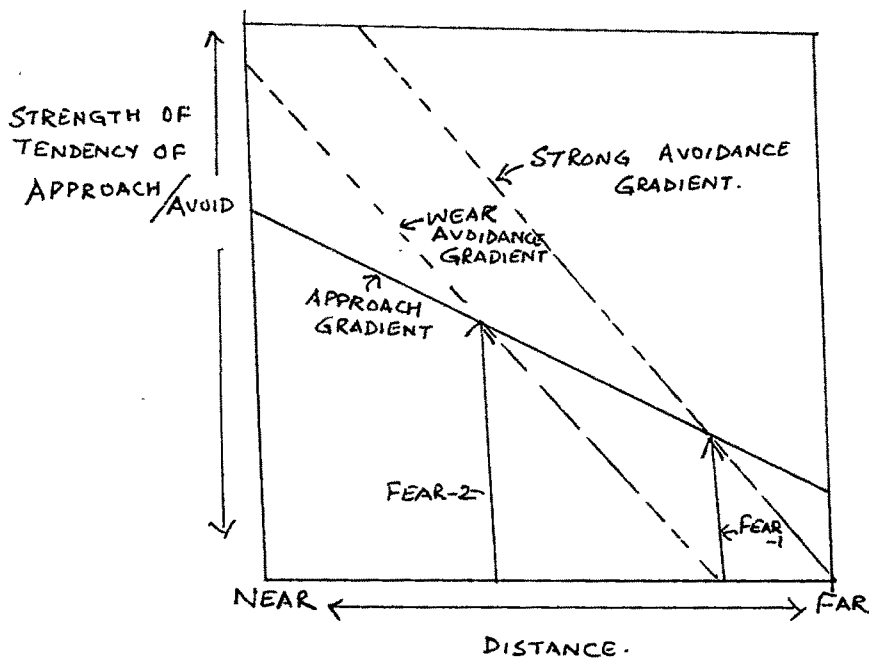


The figure above shows a stable equilibrium established in which the individual vacillates around the point of intersection of gradients.

If the drive underlying the approach tendencies is increased the individual will move closer to the goal, but with increased fear as he will be driven up the avoidance gradient.



If he repeatedly reach the goal by this procedure the conflict eventually be extinguished. However, it is more likely that the individual may leave the field before reaching the goal. Thus, Miller (1944) considered this strategy to be poor. According to him, the preferable strategy is to lower the avoidance gradient.



The effect of lowering the avoidance gradient is to bring the individual closer to the conflicting goal, resulting in net increase in fear. However, it is less than when the approach gradient were raised.

Organizational Conflict : Its Implicit Orientations

A large and expanding body of literature on the subject of organizational conflict gives varied models on the concept. Shifting from the historical concepts and theories of conflict as a concept of general concern to conflict in organizations, we have three certain implicit orientations:

1. Each conflict relationship is made up of sequence of interlocking conflict episodes.
2. Conflict may have roots within the individual or in the organizational context.
3. Conflict is ultimately tied up with the stability of the organization, it is understood to be a key variable in the feedback loops that characterize organizational behaviour.

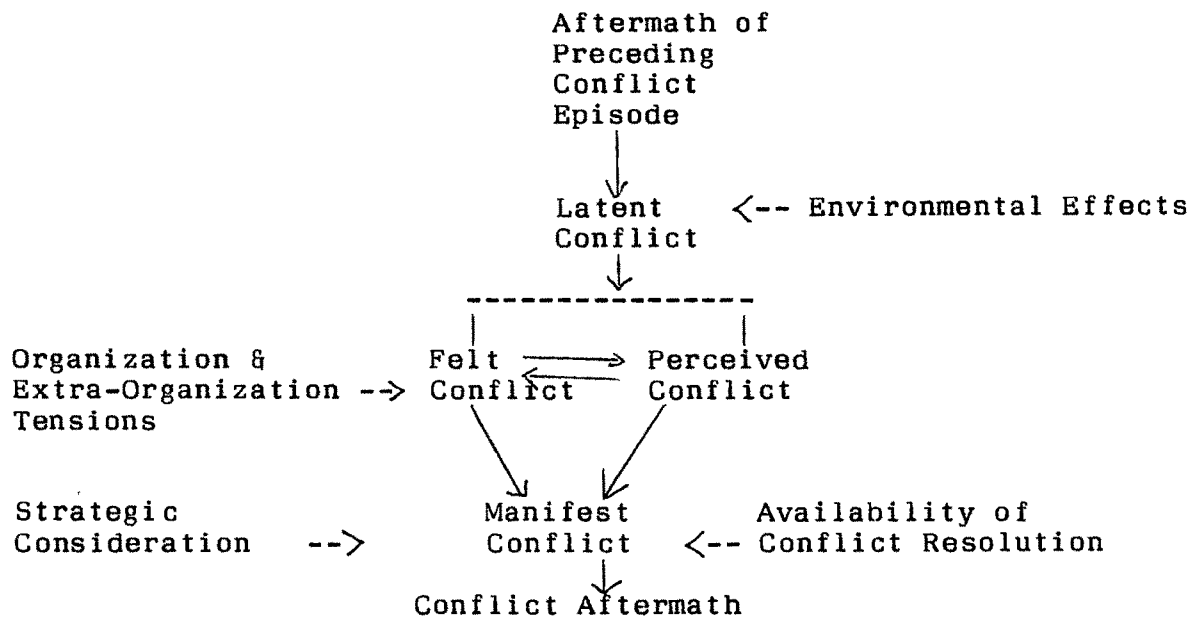
Conflict within an organization can best be understood as a dynamic process underlying a wide variety of organizational behaviour. The term conflict refers to its antecedent conditions, individual awareness, certain affective states, manifestation and aftermath all taken together.

Pondy's Model of Dynamics of Conflict

Pondy, (1975) gave a model showing the dynamic of a conflict episode.

Figure 1.4

Pondy's Model Showing the Dynamics of Conflict



The concept of the present study is based on the model mentioned above.

Five stages of a conflict episode are identified:

1. Latent Conflict: Latent conflict can be condensed into three:
 - (a) Competition for scarce resources
 - (b) drives for autonomy
 - (c) divergence of subunit goals.

Competition forms the basis for conflict when the demands of the individual for resources exceed the resources available to the organization.

Autonomy needs can become a basis of conflict, when one party seeks to exercise control over some activity that another party regards as his own province or seeks to insulate himself from such control.

Goal divergence can become source of conflict when two parties who must cooperate on some joint activity are unable to reach a consensus on concerted action.

2. Perceived Conflicts

Conflict may be perceived when no conditions of latent conflict exist. It is possible that latent conflict conditions may be present in a relationship without any of the participant perceiving conflict. In the first case, it might happen that there is a misunderstanding of each others' explanation.

Some latent conflicts do not reach the level of awareness. Two important mechanisms that limit perceptions of conflict are the suppression mechanisms and attention focus mechanism. The suppression mechanism is applicable to the individual conflict, whereas the attention focus mechanism is more applicable to the organizational conflict.

3. Felt-Conflict

An important distinction, is there between perceiving conflict and feeling conflict. The personalization or internalization of conflict is the mechanism which can be explained in two ways.

According to one explanation, the inconsistent demands of efficient organization and individual growth create anxieties within the individual. Anxieties may also result from the identity crises or from extra-organizational pressures. Individuals need an outlet in order to maintain internal equilibrium. One or the other exercise is sought for displacing these anxieties. Popularly, this is known as 'tension model.'

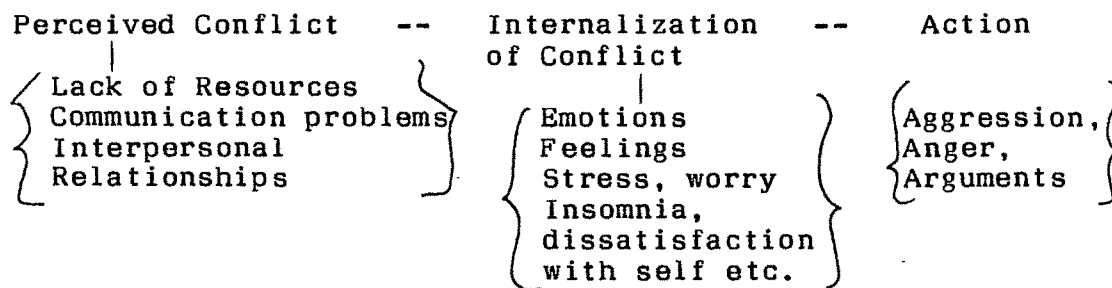
According, to the other explanation, the conflict becomes personalized, when the whole personality of the individual is involved in the relationship. One of the most common feelings is the feeling of hostility which is observed in total institutions like, families and organizations, where the intimate relations exist. Felt conflict may arise from sources independent of the three types of latent conflict, mentioned earlier. However, latent conflict may provide appropriate targets for undirected tensions. The difference between perceiving conflict and felt conflict may become clear with the following example:

Mr. X may be aware that serious disagreement exists between Mr. X and Mr. Y but, Mr. X is not anxious, whereas Mr. Y may be having sleepless nights, thinking over the disagreements, again and again. Here, we see though X and Y both are perceiving the conflict situation but Y is internalizing the conflict and getting badly affected.

Thus, the focus of the present study is on this phase which precedes the action phase in a conflict situation. An attempt is made to study the anticipated complexities related to the behavioural and emotional changes and the personality factor.

Figure 1.5

Three Distinct Phases in Context of Organizational Conflict



The present study attempts to focus and analyze the phase of Pondy's model i.e. felt conflict or internalization of conflict by carefully discriminating the action behaviour or manifest conflict i.e. the next phase.

It has been the major focus of study how the internalization of conflict and conflict management style vary with the Personality types and the four indices of Personality given by Jung (1921).

Manifest Conflict

It refers to the action part of the individual. In other words, the manifestation of an individual means the response to the conflict situation. It may be seen in many varieties of conflictful behaviour. The most commonly observed of this kind of conflict behaviour is open aggression.

$$\text{Action} = f (\text{Internalization \& Perceived Conflict})$$

Conflict Aftermath

Each conflict episode is but one of a sequence of such episodes that constitute the relationship among organization participants. If the conflict is not properly resolved, instead temporarily suppressed the latent condition of conflict may be aggravated and explode in a serious form until they are rectified or until the relationship dissolves.

Organization conflict is of paramount importance to the individual, at work, organization's progress and consequently nation's progress.

Various Definitions of Conflict

A comprehensive review of literature on conflict gives extremely diversifying definitions.

Conflict is a situation of objective incompatibility between values or goals, as the behaviour of deliberately interfering with another's goal achievement and emotionally in terms of hostility.

Descriptive theorists explained conflict behaviour in terms of objective conflict of interest, personal styles, reactions to threats and cognitive distortions.

Normative definitions range over the establishment of superordinate goals, consciousness raising, selection of compatible individuals and mediating conflict.

Working Definition

The term 'conflict' in the present context, describes the antecedent conditions of conflictful behaviour, affective states of the individual involved, the cognitive states of individuals i.e. the perception or awareness of conflict and conflictful behaviour, ranging from passive resistance to overt aggression.

Internalization of Conflict

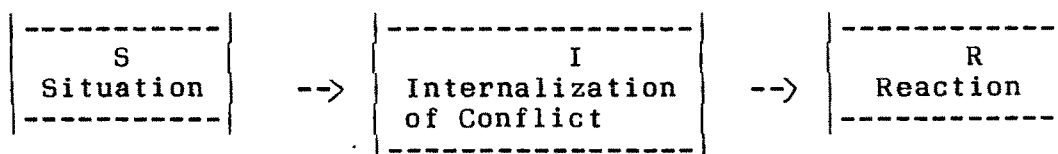
After seeing the model of Pondy, the 'felt conflict' or the 'Internalization of conflict' can be explained in the following way:

1. The Internalization of conflict is a phase which precedes the manifestation of conflict and succeeds the perceived conflict.
2. The Internalization of conflict involves the whole personality of the individual in the situation. It is commonly observed in the organizations where different set of reactions exist.

In organizational set-up the issues like lack of resources, communication pattern, interpersonal relationship etc. lead to expectations and the inability to fulfill the same leads to the conflict situation. This situation may be viewed or perceived by anyone and everyone associated with the organization.

Figure 1.6

Internalization of Conflict Phase as Intermediary Phase Between Situation and Reaction



However, the internalization of the perceived conflict would be determined by the individual's affective state, the extent of loss of balance between the conflicting situation and individual's limit to take it easy, which in other words may be a combination of several factors contributing to personality make-up.

The pattern and the extent of internalization determines the response of the individual to the situation.

Conceptual Models of Organizational Conflict

Three models designed to deal with the major classes of conflict phenomenon in organizations are a result of crystallizing out of Pondy's (1967) research. These three approaches are:

1. Bargaining Approach

This is designed to deal with interest in the organization that compete for limited resources. This model is particularly appropriate for resolving problems of conflict that revolves around the attempt either to increase the pool of available resources or to decrease the demands of the competing parties.

2. Bureaucratic Approach

This model is appropriate to analyze the vertical, relationships in a hierarchical structure. In such cases the conflict occurs when superiors attempt to control subordinates and they resist control. The strategy to resolve the conflict is to substitute impersonal bureaucratic rules for personal control.

3. Systems Approach

This model is about the coordination problems. Specifically, the systems approach deals with lateral or horizontal relationships between functions. This type of functional coordination reduces the goal differentiation by modified incentive or by proper selection, training and by reducing functional interdependence by reducing dependence on common resources by reducing pressures for consensus and by loosening up schedules.

Levels of Conflict

Basically there are four levels of conflict, intrapersonal, interpersonal, intragroup, intergroup.

Intrapersonal Conflict

This type of conflict is felt within a person and is caused by pushed in two or more directions at once. In organizational situation, intrarole conflict can be an example of this situation.

When managers delegate responsibility to their subordinates, they often create intrapersonal conflict within the group. A constant strain in carrying out the expectations of the superior, is experienced by the subordinates.

Interpersonal Conflict

This type of conflict involves strain between two or more people and can impede any organizations attempt at effective goal accomplishment.

Intergroup Conflict

According to Hamner and Organ (1978), there are three basic types of intragroup conflict viz. role conflict, issue conflict and interaction conflict.

Role conflict occurs in the course of carrying out one's assigned activity in the group or organization.

Issue conflict refers to the disagreements over an issue among the members of a group.

Interaction conflict refers to the cooperation and coordination among the members of the group.

Intergroup Conflict

In organizations, various departmental activities can become focus of intergroup conflict. Intergroup conflict often results from perceived status incongruities, ethnocentrism etc. at different levels. Beneath the surface are widespread and deeply ingrained attitudes of mutual suspicion, antagonism and lack of empathy on the parts of many managements and unions (Miller & Remmers, 1950).

According, to Blake & Mouton (1961) the similarities in group products are virtually ignored and the areas of difference are highlighted. While group members correctly recognize that the items belong to their own group's positions, they fail to see that the same items are contained in the adversary's position. Consequently, the commonalities tend to be overlooked and disparities are highlighted, when there is an essence of competition and as a result, needless barriers to understanding are created. Many a times, group members tend to develop negative feelings and emotions towards their adversaries. It is the competition that affects one's capacity to think, to understand

and to comprehend and the effect on mental functions is insidious.

Conflict Management

In today's industrial set-up, one of the most important managerial skills is the ability to successfully manage and resolve conflicts within oneself and between two individuals or groups at workplace. The successful manager must be able to discern those modes and methods which are inherently the most likely to win support and agreement in an environment which is a challenging mixture of old plans and new developments. Thinking of far off can help managers by allowing them to link the internal and external, so that the organization is organic and whole rather than confused and complex.

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." It says that difference of opinion and diversity of thought represent an energy that, if properly harnessed, can be the key to renewal and revitalization, both for people and organizations. It encourages us to view conflict as an opportunity to solve problems and provoke change.

Conflict Management Styles

Coping up with conflict is important issue. The success of an organization greatly depends on the way conflict is managed. Since organization is a combination of several interacting factors, each factor plays its role and leaves its impression in the form of consequences. In contemporary world, many human resource development, interventions are suggested. Pestonjee (1991) suggested improving the executives integration in the organization, undertaking role-clarity exercises. According to Caffarella (1984), there is a seven component model for analyzing and managing organizational conflicts. The aspects considered included antecedent condition, triggering events, and the scope and basis of conflicts. He also explored basic strategies for managing conflict i.e. neutralization, submission, system restructuring and utilization.

Kolb and Putnam (1992), challenges existing frameworks about conflicts in organizations and argues that studies of disputing point to the need for revised understanding of the multiple faces of conflict in organizations. Conflict is said to exist when there are real or perceived differences that arise in organizational circumstances and that engender emotion as a consequence. Disputing is a way of talking about institutional conflict within legal and quasi-legal procedures. Less obvious and public forms of dispute resolution include avoidance, vengeance and gossip. In case of intergroup or interpersonal

conflicts, findings by Shapiro and Rosen (1994), show that subjects used different strategies including overlooking, as the interventions for employed disputes. When the subjects perceived the conflict was serious they used mediation, arbitration, offering incentives. Moving from the various conflict resolution techniques to the conflict management styles we see traditionally five conflict management styles have been popularly known. They are being discussed below:

1. Competition: It refer to the obtaining of goal by rule-regulated efforts without regard for the impact on others.
2. Collaboration: It is a situation where each party in conflict desires to satisfy fully the concern of all parties.
3. Avoidance: In this situation individual or party tends to withdraw from or suppress conflict.
4. Accommodation: This is characterized by willingness of one party in a conflict to place his or her opponents interests, above his or her own.
5. Compromise: In this, each party must give up one or the other thing to resolve conflict.

However, in the present study, three styles of conflict management are considered:

1. Solution oriented style
2. Non-confrontational style
3. Control style.

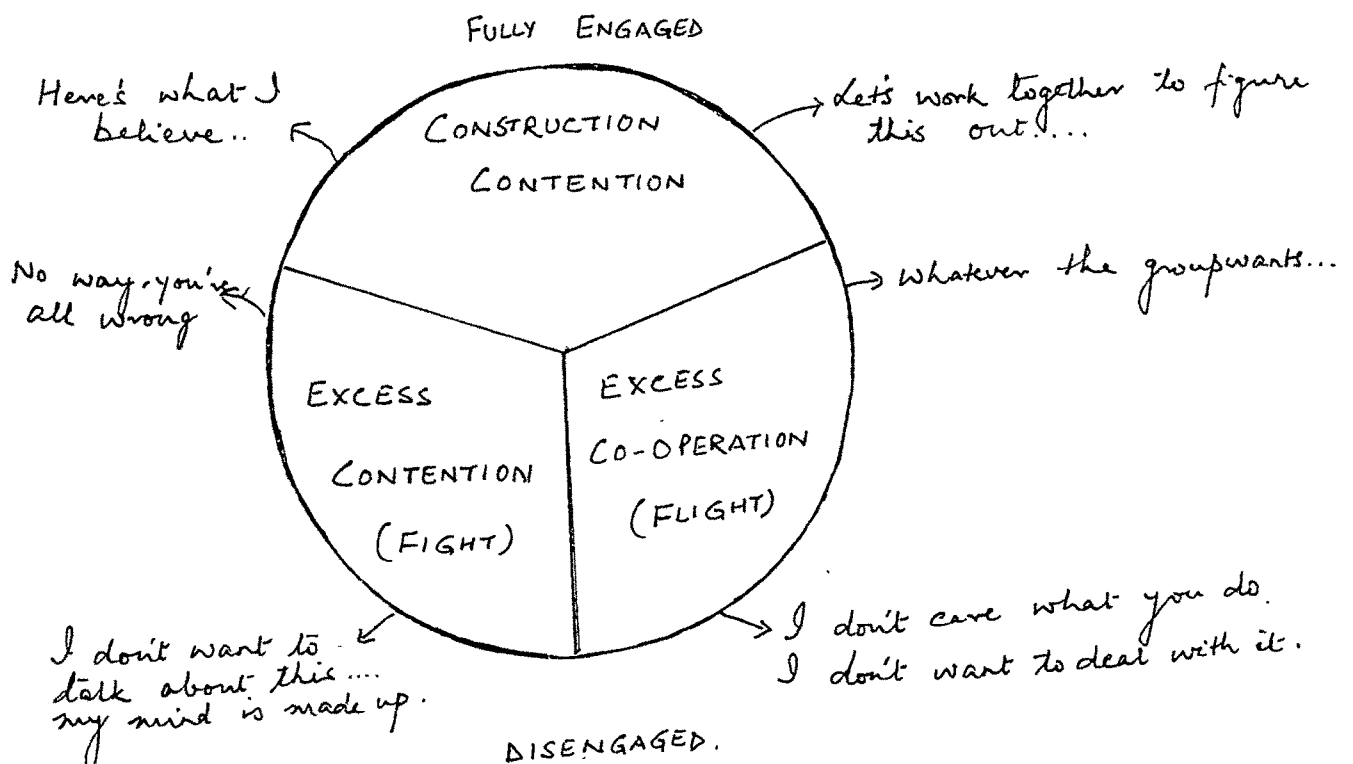


These three styles represent the traditional conflict management in the following way:

1. Solution-Oriented Style: It includes collaboration and compromise.
2. Non-confrontational Style: It includes avoidance and accommodation.
3. Control: It is synonymous to competition.

Figure 1.7

Coping With Conflict And Contention Meter



This meter demonstrates what happens when we are in a 'fight' phase i.e. assertion of personal convictions at the expense of others. It also represents what happens when the flight mode exists i.e. we try so hard to cooperate that we abandon our personal convictions for the sake of false consensus. In this case also it is difficult to achieve any workable solution. The third alternative is "Constructive Contention." There is considerable amount of tension between expressing our convictions and cooperating with others.

The four-style model developed by the Swiss psychologist Jung was the basis of the contention style survey.

Each of the four styles has a distinctive 'function' or distinctive competence and communication preference.

Table 1.1

How styles see each other in Conflict

Intuitors see...		Thinkers see...	Feelers see...	Sensors see...
Intuitors as...	See note below	Abstract, radical, too focused on "new" rather than "proven"	Theoretical, intellectual, abstract, cold; too focused on the "new", not enough on what has worked in the past	Idealistic, theoretical, a dreamer... not practical enough; too willing to sacrifice short term gain for long term benefit
Thinkers as...	Conservative, dry, didactic, pedantic, unimaginative	See note below	Mechanistic, formal, structured, not focused enough on the people issues	Focused too much on data and analysis, and not enough on taking action and getting results
Feelers as...	Superficial, lacking an understanding of underlying theories, concepts	Impulsive, naive, unorganized, overly passionate, focused too much on people and feelings	See note below	Impractical, overly concerned with people rather than results
Sensors as...	Too concerned with "now" rather than future; willing to sacrifice long term good for short term gain	Impulsive, shrewd, but without enough supporting facts and analysis; too much tendency to put "band aids" on problems	Insensitive, too focused on the task rather than the people, too quick to make a decision which may hurt feeling or lower morale	See note below

Note:

In conflict, style issues are generally not as prominent between people who share the same style.

The above given chart explains how a person with certain prominent function sees the other person with other prominent function, when in conflict.

When in conflict a person with prominent (N) function would see:

1. A person with (T) function as dry, didactic, unimaginative and conservative.
2. A person with (F) function as superficial lacking an understanding of underlying theories.
3. A person with (S) function as too concerned with 'now' rather than concerned with future.

A person with (T) function as prominent, would see:

1. A person with (N) function prominent as abstract, radical, too focused on 'new' rather than 'proven.'

A Thinker 'T' will see a Feeler 'F' as impulsive, naive, unorganized, overly passionate, focussed too much on people and feelings.

A Sensor 'S' would be seen as impulsive, stressed, but without enough supporting facts and analysis, too much tendency to patch-up the problems.

Feelers (F) would see intuitors (N) as theoretical, intellectual, abstract cold, too focused on the new not enough on

the past.

A Thinker (T) for a Feeler (F) is mechanistic, formal, structured and away from people issue.

Sensor (S) would be seen differently by Feelers (F). According, to Feelers (F) the Sensors (S) are insensitive, too focussed on the task rather than the people. Feelers (F) often find the Sensors as quick decision makers which may hurt others feelings or lower their morale.

For Sensors (S), the Intuitors (N) are idealistic, theoretical, a dreamer. According, to them they are not practical enough.

Thinkers (T) are seen as too analytical and slow in action taking and getting results by the Sensors (S).

The Feelers (F), according to Sensors (S) are impractical overly concerned with people rather than results.

However, in conflict the style issues are generally not as prominent between people who share the same style.

Understanding one's style, one will also learn to understand other person better and appreciate the strengths. It would consequently lead to better communication and hence manage conflict in healthy way.

Kanter (1994) says the business alliances are living systems, evolving progressively in their possibilities. The relationship between companies begin, grow and develop or fail much like relationships between people. He further says, these operational dissimilarities require working-out by more communication than anticipated. In establishing many interpersonal relationships between partner help resolve small conflicts before they escalate. Effective management of relationship to build collaborative advantage requires managers to be sensitive to political, cultural, organizational and human issues. Kunne (1989), discussed conflict management arising from unavoidable characteristics of the environment that foster cooperative solutions in the normal process of decision making and the other, conflict management emerging from the conscious negotiations or signalling of participants. An environment of mature rivalry has been defined as where the conflict management takes place in a manner that restrains conflict through the fostering of mind sets, institutions and conditions that enhance cooperation. A formal framework for analyzing the solution process in contexts of mature rivalry has been presented by him.

Successful organizations use conflict and differences as catalyst to generate fresh ideas and bring about change. Some successful organization fail to adapt to change and get into problems:

Figure 1.8
Organization in Trouble

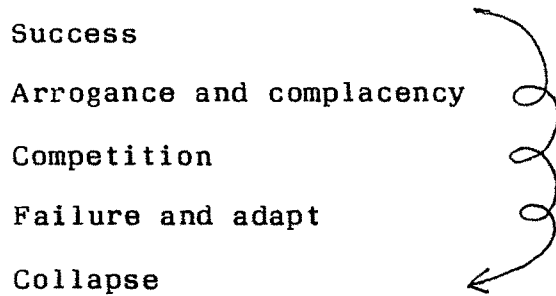
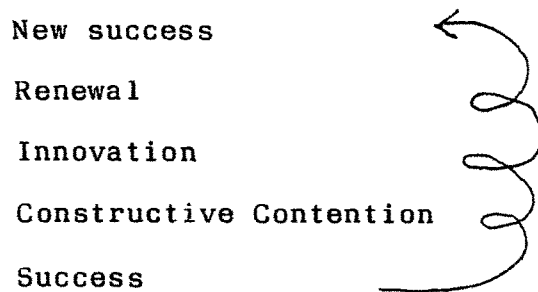


Figure 1.9
Successful Organization



Briggs (1981) suggested that organizations periodically should evaluate their formal grievance procedures against the grievance rate, the settlement rate, the settlement level and perceived settlement equity.

Typewatching And Conflict Resolution

Despite the amount of conflict that rages in many organizations, it is sometimes a product of the very diversity of people advocated above, most organizations do not do a very good job of extinguishing these everyday brush fires. It is often said, avoiding it usually means avoiding progress. It can be said that no type deals, well, effectively or easily with conflict. It is noticed that all types face real stress dealing with conflict and therefore, the typewatching could be one of the most important things.

Extraverts Vs Introverts

Extraverts is something to be examined out in open. Extraverts can get quite assertive when conflicts arise. The more they talk, the louder and more excited they get. This minor irritation can turn into a full-blown argument in no time.

Introverts internalize a disagreement so they can reflect on what took place. They keep rehearse and rework dialogue, inside their heads, engaging in anticipation of what is to come. It is often observed that the introverts resolve the problem internally and nothing happens externally. The another possibility is that the introverts may keep the experience, consciously or unconsciously, for future reference. This may lead to a situation, that person may suffer the fallout of a dispute when, the introvert may use the previous data during any new encounter.

Sensors Vs Intuitives

The Sensors (S) hear what is literally said, while the intuitives (N) hear the figuratively what was meant or what he thought was meant. There are great chances of going out of point in case of intuitives. The only conflict to a Sensor is that, which is actually and immediate. They do not worry about the pending situations. At times, the Sensors may be too single in their focus, there may be several issues, the Sensors may not be aware of. It would be more constructive if the Sensor could see a bigger picture: the relationship between the immediate irritation and the total relationship.

For, the intuitives (N), the conflict is a matter of conceptualization. According, to them, everything is there in mind. Their skill allows them to see the course and effect in conflict situation, putting people programme and other parts of a system into proper perspective. The intuitives are being able to construct a blueprint for setting a dispute, which is their positive point. Their negative point is that this blueprint may not include any provision for implementation. A typical intuitive would prefer to avoid the exact, in favour of some extrapolation from the facts to a larger vision.

Thinkers Vs Feelers

Thinking types (T) are expected to be particularly competent at dealing with conflict because they are more objective than subjective. They are often known to be adept at handling all the unpleasant personnel issues. In reality, thinking types bury the conflict and avoid it, many times just as the Feeling types. Since, they do not personalize things as much, they seek neither conflict nor harmony, they only seek clarity and justice. Thus, it is often observed that they are no more skilled than Feeling types at handling conflict.

Thinking types in general have a fear of that which gets interpersonal, then a Thinker (T), if sees that your feelings are hurt or that a conflict is getting frictional and nasty, may not always know how to handle it and may be intimidated by the emotion that is being demonstrated by another person. Consequently, the fear takes over and the Thinker becomes quite upset dealing with an interpersonal conflict.

Feelers (F) personalize everything, especially conflict. At times, the words spoken about anything translate personally to the Feeler. Sometimes, the neutral words can be interpreted as inflammatory. Feelers tend to personalize the issues. They identify with others difficulty. This is their strength, it is maximized that they translate everything through their own

personal experience. The approach of Feelers' to conflict is to smother it. They prefer to resolve conflicts by sweeping them under the rug-which does not resolve anything.

Judgers Vs Perceivers

Judgers aggressively deal with the information which enters the judgers' world. If it involves changing of data, it quickly rejected, which unknowingly create a conflicting situation. Judgers strive for control during conflicts. Their classic approach is to look around someone to blame. This is especially true for Thinkers - Judgers. The judgers often sound very closed, right and unwilling to negotiate.

On the other hand, the perceivers always seek alternatives. When they seek for alternatives, which they do not intent to follow, but its a part of the perceiving process, Judgers get frustrated over this. Perceivers do not always say exactly what they mean. Perceivers share their perceptions instead of their judgements and they think they are more definite than they actually are particularly when they deal with Judgers.

However, the Judgers are always sure, they are right. Perceivers often get so busy in a conflict - searching for new data, opening up new alternatives, and trying to figure out how the Judgers came to the conclusion with incomplete data. This can be frustrating for Judgers.

Tips for Resolving Conflict in Terms of the Jung's Analytic Theory

It has been found over the years, which can be useful for resolving conflict in terms of Jung's analytic theory, that the Extraverts always think, they can talk their way through and out of most conflicts. They need to stop, look and listen to other person's point of view.

The Introverts must express themselves, which is often very difficult. The introverts must make sure they get a hearing.

The Sensors need to look at extenuating circumstances. If someone always disagrees with Sensor, there may be issues involved that need attention other than just the situation of the moment.

The Intuitives want to relate the conflict, situation with the total picture, which is not always helpful. It complicates the situation. Thus, they should stick to the situation.

The Thinkers should allow some genuine expressions of emotions. They do not see its importance anyway.

The Feelers should be directive and confrontive. If Feelers are given to express a lot of emotion, they should not apologize

or feel guilty for doing so. Being frank may make the conflict resolution easier.

Judgers must know, they are not always right. They see the world as black and white and have difficulty in accepting the opposing points of view.

Perceivers must take a clear position. They can often see both sides of the coin. Being adaptive and flexible is not always helpful, instead it may even increase the dispute. Thus, if they see something strongly, they must take a stand and try to defend it.

RELATED STUDIES

This overview of related studies has been totally from the researcher's point of understanding. It cannot be called a comprehensive compilation. This part of the chapter would focus on the studies carried out taking Jung's analytic theory, in context of various organizational variables, specifically focusing on hierarchical interpersonal and intrapersonal conflict, nature of task, styles of conflict management, job-performance, decision making etc.

Contemporary researchers in the area of organizational conflict have given lot of importance to the proper handling of the conflict.

As, Kanter (1994) in his article says, the business alliances are living systems, evolving progressively in their possibilities, the relationships between organizations begin, grow and develop or fail like the relationships between people. The reason behind the failure of relationship may be several. It is easier to manage the relationship when they are narrow in scope. The operational dissimilarities require the working-out. The process of establishing many interpersonal relationships help in resolving conflict, before they get escalated.

Reflections of the analysis of organizational conflict presented by Pondy (1967) in a model, presented a conflict as an aberration, a breakdown in standard processes, a temporary outbreak or outcropping in otherwise smooth flow of a stable and cooperative set of relationships that made up an organization. According to him, an organization is a means of internalizing conflict for bringing them within a bounded structure, so that they can be confronted and acted out.

Thomas (1992) reflects on the impact of work on conflict management and on changes brought about by observations and research in the intervening years. According, to him, the definition of conflict as "the process which begins when one party perceives that another has frustrated or is about to frustrate" has not gained universal acceptance.

As the organizational setting involves great number of individuals with different outlook for internal and external

world, the chances of facing conflicts are many. However, the results of the study carried out by Barucki (1987) show that the sense of interpersonal competence effects are more useful in moderating the impact of organizational stress factors.

In a study by Richardson, Burke, and Leiter was observed higher depersonalization was related to constant conflicts at work. 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. Level of commitment was influence by the emotional experience of psychological burnout and the level organizational support and organizational demands.

Since the conflict situations can not be avoided, it is required that they are properly channelized. The response to the conflict situation may be in terms of behavioural or physiological symptoms. Bergman and Volkama (1994) examined K.W. Thomas's (1992) model of interpersonal conflict in the workplace to identify issues underlying conflicts, the behavioural responses used and the consequences for respondents. Many of the respondents reported lost sleep. Such symptom may be attributed to the incompetence to manage the conflict.

According to Dhillon (1989), negative relationship had been continuously found between job satisfaction and job related variables, like underparticipation, role ambiguity, powerlessness, and role conflict.

Richardson, Burke and Leiber (1992) in their study, observed that the higher depersonalization was related to constant conflicts at work. Subjects experiencing emotional exhaustion were more likely to show diminished commitment if they also perceived a high degree of interpersonal conflict at work. The level of commitment was influenced by the emotional experience of psychological burnout and the level of organizational support and organizational demands.

The psychological functions given by Jung, in his analytic theory of personality, play an important role in determining the susceptibility to termination of the services. Vaccaso (1988) in his findings of a study which examined the personality types in terms of job performance, indicate that intuitive thinking types were most susceptible to termination of their services. Traditional (Sensing-Judging) personality and the catalyst (intuitive-feeling) personalities were equally represented in corporate setting. SPs were less prevalent.

Also Tett, Jackson and Rothstein (1991) appraise the predictability of job performance as a function of distinct categories of personality content.

According to Temperament theory (Keirsey, 1984) the NTs (Intuitive - Thinking) learn, lead, manage live and grow by pushing against the system and the SJs (Sensing - Judging) perceive the world as it is and structure and order it. They are

for organizations, who have a habit of working with commitment. The SPs (Sensing - Perceiving) are the individuals who enjoy the moment. Thus, they might be seen less in number in organization where future planning and commitment is required.

The functions that constitute the personality type play an important role in determining the goals of the dominant functions. The studies carried out in terms of the functions given by Jung, we see that there exists a significant variation in cognitive style with different preferences for these functions. Ferguson and Fletcher (1987) found that perceiving types tended to be better at tasks requiring cognitive control and attention. It has been observed that the perceiving types are attentive to the incoming information.

In another interesting study, the results showed that the subjects acknowledged that they used their intuitive ability as one tool to guide their decision making. It was interesting to note that the circumstances for using intuition included those in which high levels of uncertainty exist, little precedent exist, variables are less scientifically predictable, facts are limited and several plausible solutions exist (Agor, 1986).

As regarding, the preference for information, Kenin and Slocum (1981) found that Intuitive and Thinking types differed from the Feeling types in the information preference. The Thinking types preferred more objective, quantitative data than the Feeling types.

The world of literature related to the type theory shows, that the thinking types are particularly competent at dealing with the conflict because they are objective. The Feeling types personalize conflict. Thus, this function which tells about how an individual makes decision, can very well be associated to the perception of conflict.

It has been observed in a study that the decision making autonomy is significantly, directly related to the perception of conflict (Klein and Maher, 1970).

Stangle (1991) discussed the dynamics of workplace conflict and its effects on workers. Conflict manifests itself with the loss of inspiration for work. The worker absents his spirit and mind from workplace.

In a comprehensive model of the work-family interface, Frone Russel and Cooper (1992) studied the interference of work with family and vice versa. Results strongly supported reciprocal relationship between work and family conflict.

Managing conflict is the best possible way, has been an issue of importance at workplace. The success of any organization, directly or indirectly depends on the way, the conflict is handled in organization.

The Judging types preferred the compromising mode of conflict handling. There was a significant positive relationship

between, Thinking distributive and competitive conflict handling dimensions. Further, from the study carried out by Mills, Roby Smith (1985), a significant negative correlation was obtained between Thinking types and co-operative and accommodating conflict dimensions. Extraversion was negatively correlated with avoiding and accommodating. Findings support the research of Kilmann and Thomas (1973) with two extensions. Extraversion was not associated with co-operation but was correlated with both the distributive and integrative dimensions of conflict handling.

Sehner and Chanin (1987) examined manifest needs as personality predispositions to conflict-handling behaviour. The manifest needs included affiliation, dominance, achievement and autonomy. The findings reveal a strong relationship between the need for dominance and affiliation and conflict handling mode preference.

We see that the personality predisposition includes several levels of susceptibility to environment factors. Investigation done by Thorne and Fyfe (1987) shows that there exists a relationship between the coronary heart disease and the personality profile, based on Jung's concept. The findings suggest that the Sensing preference are more relevant for development of coronary heart disease than Feeling preference.

Morrill (1991) derives from the notion that conflict management varies with the informal norms that govern interpersonal networks. He studied the customs of conflict

management among executives at the top of two large business organizations. Results suggest that where the executives experienced fragmented and atomized interpersonal networks, they were more likely to manage conflict without confrontation than in networks of strongly and densely connected individuals. It carries implications for the relationship between attitudes and behaviours among corporate managers regarding conflict management, for the normative basis of decision making and for the fit between the social context and the routine conflict management.

Hierarchical conflict constitute an important feature of the organizational conflict. For one or the other reason, the conflict arise in superior - subordinate relationship. Rahim (1986) explored the relationship between referent role (superior, subordinate and peer) and the styles of handling interpersonal conflict by integrating, obliging, dominating, avoiding and compromising. The results indicate the subjects were mainly obliging with the superior, integrating with the subordinates and compromising with peers. They were compromising and dominating with superiors to a lesser extent and avoiding with subordinates.

The superior-subordinate relationship had also been studied with varied aspect. A nationwide survey investigates the relationship between supervisor facilitative conditions and effectiveness as perceived by supervisors of different personality types and theoretical orientations. Among supervisors, who rated high in facilitative conditions, the

subjects were more likely to pick a supervisor of the theoretical orientation as most helpful (Schacht, Howe, and Bergmann, 1989).

In another attempt to assess the disputes in a hierarchical set-up, Morrill (1989) investigated the relationship between organizational rank and respectability and the way top managers handle their interpersonal grievances, conflicts and disputes in an executive hierarchy. He found that downward grievances were often settled unilaterally by the superiors. Upward grievances were typically handled covertly by subordinates. Respectability with the executives enhanced the ability of superiors to impose the outcomes.

The difference in gender also plays an important role in the way of handling of grievances. In a comparative study, between the males and females, Duane (1989) found that women were less inclined to avoid grievances related issues, tended to be more competitive and were less willing to accommodate their opponents demands compared to their men counterparts. However, no significant difference was observed in their use of collaborative or compromising modes of conflict management.

The importance of other psychological variables in opting for any style of conflict management can not be overlooked. In a study, the measures of satisfaction were positively related to solution orientation and motivation and negatively related to non-confrontation. This was reported by Whitmann (1991) in his study representing the relationships between three types of

member satisfaction (decision-making), perception of three conflict management styles (solution oriented, non-confrontational and control).

Similarly with leadership, also the style of conflict management may vary. It was found that two main conflict management styles i.e. reciprocal problem solving style and authoritative system supported style which tended to relate selectively with five leadership dimensions. Authoritative style of management was observed among the authoritarian and bureaucratic leadership behaviour, whereas the other style was observed in the rest of the three participative nurturant and task oriented leadership behaviour (Sayeed, 1990).

Schweiger and Jago (1982) studied the relationship between the personality dimensions and the choice of autocratic Vs participative decision making methods and found that the Sensing types tended to be more participated than the intuitive types.

Shifting from leadership, to decision making in relation to conflict factors, it is observed that compromising, competing and collaborating are the dominant conflict management styles according to this study. The greater is the perceived conflict, the less effective is the decision making (Jacquith, 1993).

The discrepancy between what an individual perceives and desire from various aspects of the work environment is an important aspect of conflict. Glowinkowski and Cooper (1986)

identified various potential problem areas. The factors intrinsic to the job, relationship, career development factors, organizational structure and climate and the work-family interface are some of the problem areas which should be handled with great care and efficiency.

The interpersonal conflicts at work and psychological characteristics of employees had been exclusively examined by Appelberg, Romanov, Honkasalo and Koskenvao, (1991) and found that the interpersonal conflict that includes hectically paced work, monotorious work and while collar work were the organizational factors which were associated with the interpersonal conflict. The psychological factors, like, dissatisfaction with life, daily stress, neuroticism and hostility were associated with the conflict. The results also illustrated that the complexity of the concept of human relations at work and the importance of considering both occupational and psychological factors in studying the interpersonal conflict at work.