

A Proposal for the Constructive Labor-Management Relations on the Basis of the Influences of Philosophies of Conflict to Styles of Conflict-Handling

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I. Introduction

My purpose in approaching conflict as positive view is to suggest a proposal for bringing about the constructive labor-management relations that benefit those who are any conflicting episodes as possible. Conflict is an important concept in modern management. Although it is no longer considered an enigma to be eradicated from the organization, conflict still must be considered negative between labor and management in industry fields. Current research and theory suggest that "conflict should be encouraged, tolerated, and creatively channeled into effective problem solving(Lippit, 1982)." Therefore, the present, wide-spread assumption that conflict within organizations is bad and should be eliminate is not a

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rational strategy; it requires shift of the entire focus from negative view of conflict to positive view for the constructive relations between labor and management. Only by shifting negative conflict view into positive conflict view are we able to reach a win-win results in labor relations. By delving into the relationship between conflict philosophies and conflict-handling modes, we can easily find the way how to constructively manage conflict in labor relations. In one sense, This paper provides a framework in which to review relationships between conflict philosophies and conflict-handling modes with the result that win-win game is possible.

We are living today in times of intense change, and change naturally creates conflict. Hence we cannot choose to eliminate this conflict-nor should we-but we can choose how we handle conflict. Conflict is like water: too much causes damage to people and property; too little creates a dry, barren landscape devoid of life and color. We need water to survive; we need an appropriate level of conflict to thrive and grow as well. How we manage our natural resources of water through dams, reservoirs, and sluices determines whether we achieve the balance necessary for life. So too with conflict management: a balance must be struck between opposing forces and competing interests(Costantino and Merchant, 1996).

All institutions - corporations, governments, nations, families, nonprofits, hospitals, courts, universities - experience conflict inside and outside the organization. At times, institutions are flooded with conflict. Somehow, this flood is "managed" in all systems, most frequently by denying, avoiding, controlling, or fighting. However, given today's economic, political, and social realities, we are needing more creative and improved methods to manage conflict. This paper is about a proposal for the constructive relationship between labor and management. The basic emphasis of this paper is away from the resolution of conflict to the management of conflict. It is impossible and rather stupid to eliminate conflict between labor and

management in industry organizations with which we are concerned. The consensus among the organization theorists is that a moderate amount of conflict is necessary for attaining an optimum organizational effectiveness. It seems evident from this review that the shift of conflict philosophies from the negative to the positive between labor and management is the most basic and essential ingredient for a creative management of conflict in Korean industry organizations. It is quite undeniable that positive or negative philosophy of conflict between employers and employees within industry organizations will influence styles of managing conflict. All the members within organizations do desire integrating style or win-win mode or style of conflict in organizations. However, it may be little expected so long as they tend to have negative philosophy of conflict rising from their organization. As said above, it is my intent to shed some light on the relationships between conflict philosophies and conflict-handling modes in industry fields. What is more important to me is to propose the constructive labor relations on the basis of my empirical research in South Korea.

II. Philosophies of Conflict

It is possible to differentiate three philosophies that reflect managerial attitudes toward conflict, arbitrarily labeled as traditional, behavioral, and interactionist. The first two are descriptive because they represent predominant views espoused in the management literature. The third is normative, demonstrating what this writer believes should be management's direction today.

The prescription of the early management theorists, the traditionalists, toward conflict was simple. It should be eliminated. All conflicts were seen

as destructive and it was management's role to rid the organization of them. This philosophy dominated the management literature during the late nineteenth century and continued to the middle 1940s.

This traditional philosophy was followed by the behavioral view, which unfortunately is still the generally accepted approach to managing conflict in the majority of organizations. The behavioralists' philosophy can best be described as "acceptance" of conflict. They have accurately perceived that complex organizations, by their very nature, have built-in conflicts. Disagreements over goals clearly exist. Sections compete for recognition. Departments compete for prestige. Other groups compete to increase their boundaries. All compete for power. They seek to rationalize their existence. Typical of this pervasive attitude is Katz: "...it should be added that we are not assuming that all conflict is bad and the only objective toward which we should work is the resolution of conflict. Group conflict has positive social functions..." Or Bennis(1969)' comment that

We do not believe that the elimination of conflict is inevitable or even typically the desirable goal in wise management of conflict as many who identify consensus with agreement tend to do. Conflicts stem basically from differences among persons and groups. Elimination of conflict would mean the elimination of such differences. The goal of conflict management is, for us, better conceived as the acceptance and enhancement of differences among persons and groups...

Attitudes toward conflict such as these, though they recognize that conflict is inherent, give it only superficial acceptance. They grasp for supportive material to defend conflict's existence. Though encouragement of conflict is occasionally alluded to, such as Bennis' mention of "enhancement", nowhere is there found the active seeking of conflict or the

positive creation of the conditions that breed conflict.

The third philosophical stage is the positive approach. The interactionist philosophy differs from the behavioral in that it ① recognizes the absolute necessity of conflict, ② explicitly encourages opposition, ③ defines conflict management to include stimulation as well as resolution methods, and ④ considers the management of conflict as a major responsibility of all administrator. The interactionists readily accept and encourage conflict. They have expanded the term "conflict management" through recognition that it is a two-sided coin. They acknowledge that few have recognized its stimulation counterpart whereas much has been made of the resolution side. The interactionist believes that just as the level of conflict may be too high and require a reduction, it is also often too low and in need of increased intensity. They believe organizations that do not stimulate conflict increase the probability of stagnant thinking, inadequate decisions, and, at the extreme, organizational demise. Additionally, they find some strong evidence to support their claims. Hall and Williams(1966) conclude "...established groups tended to improve more when there was conflict among members than when there was fairly close agreement..." They observed that groups were formed to further analyze decisions that had been made by individuals, the average improvement by the groups that exhibited high conflict was 73 percent greater than in those characterized by low conflict conditions.

A review of current managerial practice finds few administrators employing the interactionist philosophy of conflict management. In sum, constructive conflict is both valuable and necessary. Without conflict, there would be few new challenges: there would be no stimulation to think through ideas: organizations would be only apathetic and stagnant. Rico(1964) further elaborates that "the absence of conflict may be indicative of democracy, diversity, growth and self-actualization."

III. Styles of Managing Conflict

There are various styles of behavior for handling conflict. For conflicts to be managed functionally, one style may be more appropriate than another despite the dependence upon the situation. However, it has been very popular that there are the five styles of handling conflict such as ① integrating ② dominating ③ obliging ④ avoiding ⑤ compromising. This is evident from the number of recent doctoral dissertations(e.g., Keenan, 1984; Neff, 1986; Persico, 1986) and other empirical studies(e.g., Lee, 1990; Pikington, Richardson, & Utley, 1988) that have utilized the conceptualization and operationalization of the five styles.

The five styles of handling interpersonal conflict in organizations was first suggested by Mary P.Follett(1926/1940). She found three principal ways of dealing with conflict, such as domination, compromise, and integration; and two other ways of handling conflict in organizations, such as avoidance and suppression. Blake and Mouton(1964) first presented a conceptualization for classifying the modes(styles) for handling interpersonal conflicts into five types: forcing, withdrawing, smoothing, compromising, and problem solving. They described the five modes of handling conflict on the basis of the attitudes of the manager: concern for production and for people. This was reinterpreted by Thomas(1976),who considered the intentions of a party(cooperativeness—attempting to satisfy the other party's concern; and assertiveness—attempting to satisfy one's own concerns) in classifying the modes of handling conflict into five types.

Using a conceptualization similar to the above theorists, the styles of handling conflict were differentiated on two basic dimensions: concern for self and for others(Rahim, 1983a, 1983c; Rahim, 1992; Rahim & Bonoma, 1979). The first dimension explains the degree(high or low) to which a person attempts to satisfy his or her own concern. The second dimension

explains the degree (high or low) to which an organizational member attempts to satisfy the concern of others. It should be pointed out that these dimensions portray the motivational orientations of a given individual during conflict. Ruble & Thomas (1976) also have refined and tested a model of conflict behavior developed by Blake and Mouton. This model is different from the other models in that conflict is not simply one end of a cooperation-conflict dimension; rather, it recognizes that people involved in conflictful situations often describe their behaviors in terms of both evaluative (good versus bad) and dynamic (strong and active versus weak and passive) dimensions. Therefore, these writers see conflict as having both an assertiveness dimension and a cooperativeness dimension, and the type of conflict behavior may result in either avoidance or competing, depending upon the assertiveness of the groups involved, and cooperative behavior may result in either accommodation or collaboration, again depending on the assertiveness of the parties. Their results proved support for these dimensions. Combination of the two dimensions results in five specific styles of handling interpersonal conflict.

This study used the model of Rahim & Bonoma (1979) which had integrated the results of previous researchers to have consistency in continuous study. Their model has been considered as that of high reliability and validity.

IV. Related Studies about Styles of Managing Conflict

1. Relationship between Personality and Conflict-handling Modes

Schneer & Chanin(1987) present a schmatic representation of their hypotheses on a two-dimensional matrix of conflict modes derived from Blake and Mouton(1964). The two dimensions are assertiveness and cooperativeness. The assertiveness dimension reflects the degree to which an individual attempts to satisfy his or her own concerns. The cooperativeness dimension reflects the degree to which an individual attempts to satisfy the concerns of others. Collaborating is assertive and cooperative, competing is assertive and uncooperative, accomodating is unassertive and cooperative, and avoiding is unassertive and uncooperative. The fifth mode, compromising, would be placed in the center as it is intermediate on both dimensions. A positive and a negative relationship are hypothesized for each of the four needs. Bell and Blakeney(1977) and Jones and Melcher(1982) found low correlations between personality and the styles of handling interpersonal conflict. These low correlations may be partly attributed to the failure of the researchers to control the hierarchical relationship between the parties involved in conflict and the situations or issues involved in conflict. However, viewed from the studies reviewed and earlier studies, it appears that the relationships of personality types to conflict styles are weak and inconsistent.

2. Relationship between Gender and Conflict-Handling Modes

Kilmann and Thomas(1977) found that male students were more likely than female students to report competing in disagreements with teachers, whereas females were more likely to report compromising than males.

Chanin and Schneer(1984) found that female students were more likely than male students to report the use of compromising in a business simulation group setting, whereas males were more likely to report the use of collaborating than females. Rahim(1983a) reported gender differences on four of the five conflict-handling styles for a sample of U.S. managers. Compared with men, women were higher on compromising, collaborating, and avoiding and lower on accommodating. No differences were observed for competing. Chusmir and Mills(1989) surveyed managers representing three hierachial levels in three occupational groups. No differences were found for conflict handling behavior at work or at home when the effects of hierarchial level were controlled. Kipnis, Schmidt, and Wilkinson(1980) found no gender differences in the use of several influence tactics similar to the five conflict-handling styles. On the other hand, Mainiero(1986) found that women were more accommodating than men in coping with organizational powerlessness. This small set of studies on conflict-handling styles does not provide strong evidence of expected gender differences. The research indicated some tendency for women to score higher on compromising, whereas gender differences on the four styles were inconsistent

3. Relationship between Topic and Source of Disagreement and Conflict-Handling Modes

Scheffe(1953) post-hoc comparisons were made between methods of conflict resolution for each of the three topics. When conflicts involved "salaries, promotions or performance appraisal," confrontation was the method most likely to be used, followed in order by compromise and smoothing. None of the comparisons between these methods were statistically significant, but each of the three methods differed significantly from withdrawal($p < .01$). Confrontation also differed significantly from forcing($p < .01$). Guetzkow and

Gyr(1954) noted similar problem-solving behavior on the part of conference group participants when conflicts arose from task-related matters; however, in contrast to Guetzkow and Gyr's finding that individuals withdrew from conflicts stemming from affective sources, the results of the Renwick(1975) indicated that compromise and smoothing were the methods most likely to be used with conflicts attributed to differences in personality, attitudes, or opinions. Renwick presented that conflict was to some extent influenced by the topic and source of the disagreement. Employees were inclined to confront issues involving salaries, promotions, or performance appraisal and were likely to rely on compromise to deal with conflicts concerning personal habits and mannerisms. No striking preferences for methods of conflict resolution were observed, however, when topics concerned physical working conditions and organizational procedures. Specifically, compromise and smoothing were likely to be used together, whereas the use of confrontation seemed to preclude an employee's withdrawal from the conflict situation.

V. Influences of Conflict Philosophy to Styles of managing Conflict

1. Present Study and Hypotheses

Styles of managing conflict will be strongly affected by the view of conflict that permeates the organization(Milton, 1981). However, very little has been said to date about the relationships between conflict philosophy and styles of conflict-handling. This study was conducted to clarify the relationship between conflict philosophy and conflict-handling modes. Based on assumptions that styles of managing conflict will be differed by the

philosophy of conflict, the following four hypotheses were generated about the relationship between two conflict philosophies and conflict-handling modes.

- Hypothesis 1. The more negative is the conflict philosophy of members in the organization, the greater will be the propensity to use avoiding style.
- Hypothesis 2. The more negative is the conflict philosophy of members in the organization, the greater will be the propensity to use dominating style.
- Hypothesis 3. The more positive is the conflict philosophy of members in the organization, the greater will be the propensity to use integrating style.
- Hypothesis 4. The more positive is the conflict philosophy of members in the organization, the greater will be the propensity to use obliging style.

〈Figure V-1〉 presents a schematic representation of these hypotheses on a two-dimensional matrix of conflict-handling modes derived from Rahim & Bonoma(1979). The two dimensions are concern for self dimension and concern for other dimension. The former reflects the degree to which an individual attempts to satisfy his or her own concerns. The latter reflects the degree to which an individual attempts to satisfy the concerns of others. A positive and negative relationship is hypothesized for each of two conflict philosophies. Conflict philosophies are positioned in the figure beneath the modes with which they are hypothesized to be positively or negatively related. For example, positive philosophy of conflict is hypothesized to be positively related to integrating style and negatively related to avoiding style.

(Fig. V-1) Schematic of the Hypothesized Relationships between Two Conflict Philosophies and Conflict-Handling Modes.

C O N F L I C T H A N D L I N G M O D E S	H	INTEGRATING POSITIVE PHILOSOPHY	OBLIGING POSITIVE PHILOSOPHY
	L	DOMINATING NEGATIVE PHILOSOPHY	AVOIDING NEGATIVE PHILOSOPHY
		HIGH	LOW
		CONCERN FOR SELF	

2. Research Sample and Site

The questionnaires in the study were composed on the basis of my research intention. Pretest was implemented in 1996 to know if questionnaires were proper in accordance with study intention. Students of management department of evening college in Jeonju university voluntarily participated in pretesting. Students in MBA course in the same university also did in the pretesting. Semantic differential was used in questionnaire items. I distributed my questionnaires to 400 bankers working in eight bank at Jeonbuk district, South Korea. Of the 400 questionnaires, 263 were completed and returned, yielding a response rate of 65.8%. However, 10 questionnaires which were improper in answering were not included in this empirical research.

3. Measures

As with most complex concepts, there is no universal agreement about conflict. Value judgements tend to emerge that label conflict as good or bad, desirable or undesirable. Such evaluations generally lead to two diverse positions: (1) conflict should be eliminated or resolved (old view), or (2) conflict is desirable and therefore should be encouraged within limits (new view).

This study employed two variables—old view and new view. Traditional and behavioral view mentioned in this study were referred as old view, with interactionists' view referred as new view. Subjects were asked if their philosophy of conflict were positive (new view) or negative (old view). I used 7 point measure in 13 items. Subjects were asked to indicate their philosophies of statements about whether conflict was positive or negative.

Styles of managing conflict are different according to the philosophy of members about conflict in the organization. Based on published evidence, five styles representing the methods of conflict management identified by the model of Rahim & Bonoma(1979) were used to know interpersonal styles of managing conflict. Five styles were integrating, dominating, obliging, avoiding, and compromising. However, it was revised to accommodate my particular data. That is, I used only four styles - integrating, dominating, obliging, and avoiding but compromising, based on the results of pilot test. Subjects were asked how they resolved or handled the conflicts described.

1) Integrating

Prein(1976) suggested that this style has two distinctive elements: confrontation and problem solving. Confrontation involves open and direct communication, which should make way for problem solving. As a result, it may lead to creative solution to problems.

I asked respondents to reply to 4 items regarding integrating in questionnaire. 4 items comprise (1) trying to work with other staffs to find solutions to a problem which satisfy our expectations, (2) exchanging accurate information with other staffs to solve a problem together, (3) trying to bring all our concerns out in the open so that the issues can be solved in the best possible way, and (4) trying to work with other staffs for a proper understanding of a problem. The respondents were asked to indicate how well each statement described their behavior in terms of a 5-point Likert scale(Always to Never).

2) Dominating

Domination behavior is the tendency to actively force a preferred solution in a conflict without taking into account the interests of the other party. The focal party takes a tough positional stand on the conflict issue and demands concessions from the other party. Domination implies a zero-sum conceptualization of conflicts, where the quality of one's own outcome is inversely related to the quality of the outcome for the other party. Thus, domination becomes an unacceptable form of conflict handling.

The respondents were asked to indicate how well each statement described their behavior in terms of a 5-point Likert scale(Always to Never). Dominating style is composed of 4 items. 4 items included (1) using my influence to get my ideas accepted, (2) using my authority to make a decision in my favor, (3) using my expertise to make a decision in my favor, and (4) using sometimes my power to win a competitive situation.

3) Obliging

Obliging implies a willingness to sacrifice one's gains in order to reach settlement in a conflict situation. If the other party initiates joint problem solving through integrative behavior, or signals a willingness to compromise,

there is no need for focal persons to sacrifice their own interests by the other party. Obliging, therefore, is the most typical reaction to tough demands made by the other party. The respondents were asked to indicate how well each statement described their behavior in terms of a 5-point Likert scale(Always to Never). Hence, they rated their conflict behavior, using 4 statements regarding obliging, one of interpersonal conflict management styles. 4 statements comprise (1) trying to satisfy the needs of other staffs generally, (2) using accommodate the wishes of other staffs usually, (3) giving in to some of the wishes of other staffs, and (4) trying to satisfy the expectations of other staffs.

4) Avoiding

Avoidance shows little assertion or cooperation, for it depends on moving away from the other party, ignoring or withdrawing from the situation. It is the degree to which the individual withdraws from the conflict episode. Active avoidance behavior involves efforts to reduce cognitively the importance of the potential conflict to trivial matters, to sidestep the conflict, or to postpone the conflict indefinitely. The tendency to avoid conflict is most typical in informal conflict situations.

The respondents were asked to indicate how well each statement described their behavior in terms of a 5-point Likert scale(Always to Never). Items regarding avoiding style used in this questionnaire is four items such as (1) attempting to avoid being "put on the spot" and trying to keep my conflict with other staffs to myself, (2) usually avoiding open discussion of my differences with other staffs, (3) trying to stay away from disagreement with other staffs, and (4) trying to keep my disagreement with other staffs to myself in order to avoid hard feelings.

4. Results

Two conflict philosophies and styles of managing conflict or conflict-handling modes were measured using 7-point or 5-point scales developed by Likert(1967). Internal consistency reliability coefficients were calculated for conflict philosophy and styles of managing conflict. The objective of the program was to attain minimum internal consistency coefficients of .50 and to eliminate as few responses as possible. Nunnally(1967) suggests that for preliminary type research the internal consistency reliability for instruments should be .50 or more. At the result, reliability coefficient about conflict view was .75 ($p < .05$; $N = 253$). It met Nunnally's suggested minimum criterion. In case of styles of managing conflict, reliability coefficient was .61. Furthermore, the reliability coefficient of integrating, avoiding and obliging styles were .60, .63, and .60. However, one of forcing style were .49. When the coefficient alphas were calculated, integrating, avoiding and obliging styles met Nunnally's suggested minimum criterion. The results of the data analysis are shown in <Table V-1>.

<Table V-1> Pearson Correlations between Two Conflict Philosophies and Four Conflict-Handling Modes as Proposed in Hypotheses 1-4

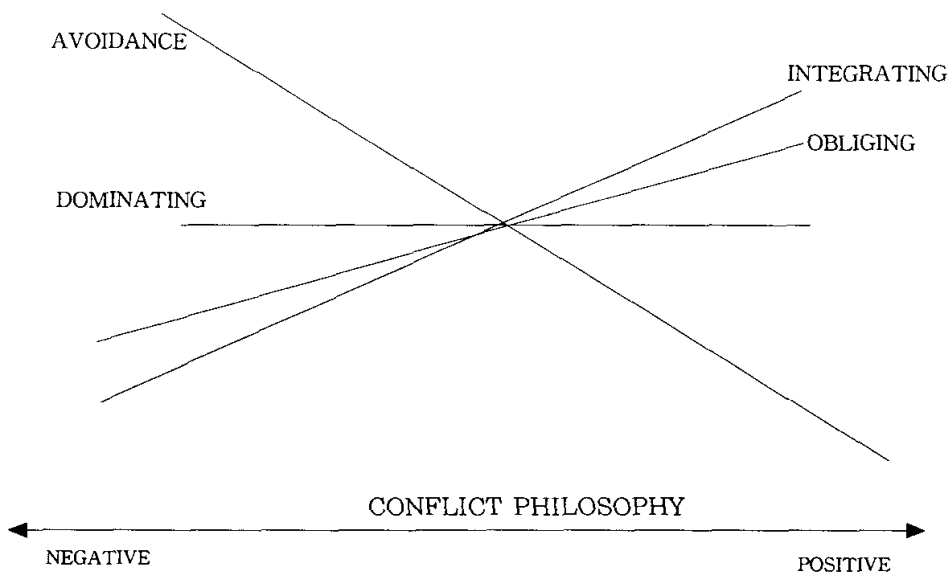
Hypothesis	Conflict philosophy	Conflict-handling mode	Correlation coefficient
1	Negative	Avoiding	-.30**
2	Negative	Dominating	-.05
3	Positive	Integrating	.29**
4	Positive	Obliging	.23**

$p < .05$

It can be found from <table V-1> that three of the four hypotheses were supported. Hypotheses 1 relating to negative philosophy of conflict to avoiding conflict-handling behavior was supported. The negative philosophy

of conflict was significantly negatively correlated with the use of avoiding conflict-handling mode($r = .30, p < .05$). However, no support was found for Hypothesis 2 relating to negative philosophy of conflict to dominating conflict-handling behavior. Hypotheses 3 and 4 regarding positive philosophy of conflict were both supported. The positive philosophy of conflict was significantly positively correlated with use of the integrating conflict-handling mode($r = .29, p < .05$) and significantly positively correlated with use of the obliging mode($r = .23, p < .05$). The results can be drawn such as <Figure V-2>.

<Fig. V-2> The Relationship between Conflict Philosophy and Conflict-Handling Modes



VI. A Proposal for the Constructive Labor-Management Relations

I expected that the styles of managing conflict would be positively or negatively related to two philosophies of conflict. The results gained in the paper suggest a trend indicating that conflict philosophy that conflict is positive or negative can differently influence conflict-handling modes. After experiencing the practical study in the industry field, it appears reasonable for us to assume that the positive or negative philosophy of conflict will be associated with the conflict-handling modes or styles. This area of research warrants future attention and investigation for those who are keenly interested in it. This study tried to take a moment of organizational members to recognize conflict as positive and of Korean managers to turn their eyes from the negative side of conflict to the positive side of conflict. It is earnestly hoped that this study based on my earlier empirical research will be a moment of significance in setting up the creative and constructive relationship between labor and management in South Korea.

My empirical research showed an important point to take into consideration before proceeding with conflict management strategies in a labor-management conflictful situation.

It is the very time for us to change our paradigm of conflict philosophy which has deeply been rooted in our mind. Paradigm is such a popular word that to ask what, exactly, it means has become rather de trop, as though one should know already. Paradigms, as defined by Webster's New Collegiate Dictionary, Second Edition, are models or patterns. This is hardly an adequate definition, however, considering what meanings we would like to attach in the following papers. Michael Patton goes a bit farther. Patton(1975) defines a Paradigm as

a world view, a general perspective, a way of breaking down the complexity of the real world. As such, paradigms are deeply embodied in the socialization of adherents and practitioners telling them what is important, what is legitimate, what is reasonable. Paradigms are normative: they tell the practitioner what to do without the necessity of long existential or epistemological considerations.

It is this pervasive, engaged quality that focuses more completely the meaning of paradigm. A paradigm is much more than a model or pattern: it is a view of the world - a *Weltanschauung* - that reflects our most basic beliefs and assumptions about the human condition, whether or not there is any such thing as "sin", what is real, what is true, what is beautiful, and what is the nature of things.

Thomas Berry(1978), approaching the problem from a cultural perspective, sees the world in a crisis at this point. In a 1978 volume of *Anima*, he observed:

It's all a question of story. We are in trouble just now because we do not have a good story. We are in between stories. The Old Story - the account of how the world came to be and how we fit into it - is not functioning properly, and we have not learned the New Story. The Old Story sustained us for a long period of time. It shaped our emotional attitudes, provided us with a life purpose, and energized action. It consecrated suffering integrated knowledge, guided education. We awoke in the morning and knew where we were. We could answer the questions of our children. We could identify crime, punish criminals. Everything was taken care of because the story was there. It did not make men good, it did not take away the pains and stupidities of life, or make for unflinching warmth in human association. But it

did a context in which life could function in a meaningful manner.

Each of us lives with several paradigms at any given time. Each of us moves in and out of paradigms throughout any work day, and with scarcely a thought about the belief and value systems that undergrid them. Paradigms are shaped by sets of beliefs. Paradigm that we have for now would constrain and determine thought, inquiry, training, and action in labor relations field. For example, the paradigm of Max Weber's ideal bureaucratic structure has been lost on past generations of organizational theorists. A half-century ago Chester Barnard was describing the informal organization of bureauracies and its significance for managers, and Mary Parker Follett(1926/1940) was challenging both the centralized and mechanistic discharge of organizational authority. The Western Electric studies at the Hawthorne Plant in Cicero, Illinois, suggested that the human variable was a key determinant of industrial productivity.

If we bear in mind the fact that paradigms about conflict of both labor and management guide the creative relationship between labor and management, it is greatly of significance to take a shift of conflict philosophy from negative into positive than any other approaches. From the necessity, this paper firstly has tried to test the relationships between conflict view and styles of managing conflict in the industry field, banking organizations of South Korea. Next, the paper on the basis of my earlier empirical research propose the constructive and productive labor relations by the shift of paradigm - negative paradigm of conflict into positive paradigm of conflict - in Korean industry organizations.

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A Proposal for the Constructive Labor-Management Relations on the Basis of the Influences of Philosophies of Conflict to Styles of Conflict-Handling

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ABSTRACT

갈등관리스타일은 여러 가지 요인에 의하여 영향을 받는다. 연구결과에 따르면 성격의 차이, 성의 차이 및 갈등원인의 차이 등은 갈등관리스타일-① 통합 ② 지배 ③ 순응 ④ 회피 ⑤ 타협에 서로다른 영향을 미치는 것으로 나타났다. 그러나 갈등에 대한 두 시각-긍정적 시각과 부정적 시각-은 갈등관리스타일에 어떠한 영향을 미치는가에 대한 연구는 거의 없었다. 이에 본 연구는 갈등의 서로 다른 시각이 갈등관리스타일에 어떠한 영향을 미칠 것인가에 관한 이전의 실증적 연구의 기초 위에서 앞으로 우리나라 노사가 나아가야 할 건설적이고 생산적인 방향을 모색하고자 한다.

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