

### Abstract

Conflict is the perception of differences of opinions among people (Thompson, pg. 4, 1998). Conflict is the struggle and the clash of opinions, interests and even principles among people (Mac Donalds, pg. 23, 2009). Conflicts are inevitable. They are part and parcel of every organization. Academic institutions are not free of conflicts either. Conflicts occur for power, position, job roles and responsibilities, who reports to whom and hierarchical differences. The way these conflicts are managed defines the success of an organization. Conflict management is the process of increasing the conflict's positive aspects and decreasing the negative aspects (Rahim, pg. 34, 1983). The purpose of the research was to develop a scale on conflict management styles among university faculty members. The objectives of the research were the development of an indigenous scale, identification of gender, age and designation differences in term of conflicts management styles among university faculty members. For this purpose a pilot study was conducted via the utilization of open ended questionnaire. Data was collected from 30 participants. Through extensive review of literature and information obtained via data collected themes were made and 69 items were generated. These 69 items were reduced to 45 after expert opinion from 5 experts. The 45 items inventory was use to collect data from 150 participants. EFA was run and 6 factors were identified with 32 items were retained. These 6 factors were named as Competing style, Avoiding style, Collaborating style, Accommodating style, compromising style and obliging style. Manova was run to find out the gender and age differences and differences in designation among the university faculty members. Significant differences among gender and designation were found in terms of conflict management styles among university faculty members. Convergent validity was obtained by correlating newly developed 32 items scales on conflict management styles with Conflict-Handling Best Worst

Scaling Inventory developed by Daly, Lee, Soutar & Rasmi (2009). Positive correlation was obtained. The sample size was small. This research has implications for academic institutions and will help in better management of conflicts. The research will enable the faculty members to better understand which management styles should be utilized in any particular situation.

**Key Words:** *Conflicts, Conflicts management styles, University faculty, inevitable, power and hierarchy.*