

THE EFFECT OF CONFLICT ON DEVELOPMENT IN SOUTH SUDAN

By Dr Gabriel Alier Riak PhD* and PhD Candidate Dut Bol Ayuel Bill

Upper Nile University

*Corresponding Author: -

Conflict is a clash of interests, values, actions, views or directions (De Bono, 1985). Conflict refers to the existence of that clash. Conflict is initiated the instant clash occurs. Generally, there are diverse interests and contrary views behind a conflict, which are revealed when people look at a problem from their viewpoint alone. Conflict is an outcome of organizational intricacies, interactions and disagreements. It can be settled by identifying and neutralizing the etiological factors. Once conflict is concluded it can provoke a positive change in the organization.

When we recognize the potential for conflict, we implicitly indicate that there is already a conflict of direction, even though it may not have yet manifested itself as a clash. Confliction is the process of setting up, promoting, encouraging or designing conflict. It is a wilful process and refers to the real effort put into generating and instituting conflict. Deconfliction is the annihilation of conflict. It does not refer to negotiation or bargaining, or even to resolution of conflict: it is the effort required to eliminate the conflict.

Why conflicts arise

In most organizations, conflicts increase as employees assert their demands for an increased share in organizational rewards, such as position, acknowledgment, appreciation, monetary benefits and independence. Even management faces conflicts with many forces from outside the organization, such as government, unions and other coercive groups which may impose restrictions on managerial activities.

Conflicts emanate from more than one source, and so their true origin may be hard to identify. Important initiators of conflict situations include:

(i) *People disagree*. People disagree for a number of reasons (De Bono, 1985).

(a) They see things differently because of differences in understanding and viewpoint. Most of these differences are usually not important. Personality differences or clashes in emotional needs may cause conflicts. Conflicts arise when two groups or individuals interacting in the same situation see the situation differently because of different sets of settings, information pertaining to the universe, awareness, background, disposition, reason or outlook. In a particular mood, individuals think and perceive in a certain manner. For example, the half-full glass of one individual can be half-empty to another. Obviously both individuals convey the same thing, but they do so differently owing to contrasting perceptions and dispositions.

(b) People have different styles, principles, values, beliefs and slogans which determine their choices and objectives. When choices contradict, people want different things and that can create conflict situations. For example, a risk-taking manager would be in conflict with a risk-minimizing supervisor who believes in firm control and a well-kept routine.

(c) People have different ideological and philosophical outlooks, as in the case of different political parties. Their concepts, objectives and ways of reacting to various situations are different. This often creates conflicts among them.

(d) Conflict situations can arise because people have different status. When people at higher levels in the organization feel indignant about suggestions for change put forward from their subordinates or associates, it provokes conflict. By tolerating and allowing such suggestions, potential conflict can be prevented.

(e) People have different thinking styles, which encourages them to disagree, leading to conflict situations. Certain thinking styles may be useful for certain purposes, but ineffectual or even perilous in other situations (De Bono, 1985).

(f) People are supposed to disagree under particular circumstances, such as in sports. Here conflict is necessary, and even pleasurable.

(ii) People are concerned with fear, force, fairness or funds (De Bono, 1985).

(a) Fear relates to imaginary concern about something which might happen in the future. One may fear setbacks, disgrace, reprisal or hindrances, which can lead to conflict situations.

(b) Force is a necessary ingredient of any conflict situation. Force may be ethical or emotional. It could be withdrawal of cooperation or approval. These forces are instrumental in generating, strengthening and terminating conflicts.

(c) Fairness refers to an individual's sense of what is right and what is not right, a fundamental factor learnt in early childhood. This sense of fairness determines the moral values of an individual. People have different moral values and accordingly appreciate a situation in different ways, creating conflict situations.

(d) Funds or costs can cause conflict, but can also force a conclusion through acceptable to the conflicting parties. The cost of being in conflict may be measurable (in money terms) or immeasurable, being expressed in terms of human lives, suffering, diversion of skilled labour, neglect or loss of morale and self esteem. (De Bono, 1985).

Conditions creating conflict situations

According to Kirchoff and Adams (1982), there are four distinct conflict conditions, i.e., high stress environments, ambiguous roles and responsibilities, multiple boss situations, and prevalence of advanced technology.

Filley (1975) identified nine main conditions which could initiate conflict situations in an organization. These are:

(i) *Ambiguous jurisdiction*, which occurs when two individuals have responsibilities which are interdependent but whose work boundaries and role definitions are not clearly specified.

(ii) *Goal incompatibility and conflict of interest* refer to accomplishment of different but mutually conflicting goals by two individuals working together in an organization. Obstructions in accomplishing goals and lack of clarity on how to do a job may initiate conflicts. Barriers to goal accomplishment arise when goal attainment by an individual or group is seen as preventing another party achieving their goal.

(iii). *Communication barriers*, as difficulties in communicating can cause misunderstanding, which can then create conflict situations.

(iv) *Dependence on one party* by another group or individual.

(v) *Differentiation in organization*, where, within an organization, sub-units are made responsible for different, specialized tasks. This creates separation and introduces differentiation. Conflict situations could arise when actions of sub-units are not properly coordinated and integrated.

(vi) *Association of the parties and specialization*. When individuals specialized in different areas work in a group, they may disagree amongst themselves because they have different goals, views and methodologies owing to their various backgrounds, training and experiences.

(vii) *Behaviour regulation*. Organizations have to have firm regulations for individual behaviour to ensure protection and safety. Individuals may perceive these regulations differently, which can cause conflict and negatively affect output.

(viii) *Unresolved prior conflicts* which remain unsettled over time create anxiety and stress, which can further intensify existing conflicts. A manager's most important function is to avoid potential harmful results of conflict by regulating and directing it into areas beneficial for the organization.

Conflict as a process

Conflict is a dynamic process. In any organization a modest amount of conflict can be useful in increasing organizational effectiveness. Tosi, Rizzo and Carroll (1986) consider the stages involved in the conflict process, from inception to end, as sequential in nature, namely:

(i) the conflict situation, (ii) awareness of the situation, (iii) realization, (iv) manifestation of conflict, (v) resolution or suppression of conflict, and (vi) after-effects of a conflict situation.

Effects of conflicts

Conflict situations should be either resolved or used beneficially. Conflicts can have positive or negative effects for the organization, depending upon the environment created by the manager as she or he manages and regulates the conflict situation.

Positive effects of conflicts

Some of the positive effects of conflict situations are (Filley, 1975):

- *Diffusion of more serious conflicts*. Games can be used to moderate the attitudes of people by providing a competitive situation which can liberate tension in the conflicting parties, as well as having some entertainment value. In organizations where members participate in decision making, disputes are usually minor and not acute as the closeness of members' moderates belligerent and assertive behaviour into minor disagreements, which minimizes the likelihood of major fights.
- *Stimulation of a search for new facts or resolutions*. When two parties who respect each other face a conflict situation, the conflict resolution process may help in clarifying the facts and stimulating a search for mutually acceptable solutions.
- *Increase in group cohesion and performance*. When two or more parties are in conflict, the performance and cohesion of each party is likely to improve. In a conflict situation, an opponent's position is evaluated negatively, and group allegiance is strongly reinforced, leading to increased group effort and cohesion.
- *Assessment of power or ability*. In a conflict situation, the relative ability or power of the parties involved can be identified and measured.

Negative effects of conflicts Destructive effects of conflicts include: impediments to smooth working,· diminishing output, obstructions in the decision making process, and formation of competing affiliations within the organization.

The overall result of such negative effects is to reduce employees' commitment to organizational goals and organizational efficiency (Kirchoff and Adams, 1982).

Elements of a conflict

Organizational conflicts usually involve three elements, which have to be appropriately matched through necessary organizational arrangements in order to resolve the conflict (Turner and Weed, 1983).

· *Power* is the capacities and means that people have at their disposal to get work done. Power includes budgetary discretion, personal influence, information, time, space, staff size and dependence on others. If used efficiently, power creates an atmosphere of cooperation, but can generate conflicts when misused, withheld or amassed.

· *Organizational demands* are the people's expectations regarding a person's job performance. Usually such expectations are high, and making them rather unrealistic.

When these expectations are not fulfilled, people feel disheartened, angry, let down or cheated. Consequently, conflict situations can arise.

· *Worth* refers to a person's self-esteem. People want to prove their worth in the organization. Superiors control employees' pay, performance rating, performance and appraisal, etc. How much of these are received by a person reflects their worth. An individual may also feel loss of worth if some basic needs are not fulfilled. Generally, conflicts arise from mismatches between power, organizational demands and feelings of personal worth.

Theory of conflict management

Conflict is defined as disagreement between individuals. It can vary from a mild disagreement to a win-or-lose, emotion-packed, confrontation (Kirchoff and Adams, 1982). There are two theories of conflict management.

- *The traditional theory* is based on the assumption that conflicts are bad, are caused by trouble makers, and should be subdued.
- *Contemporary theory* recognizes that conflicts between human beings are unavoidable. They emerge as a natural result of change and can be beneficial to the organization, if managed efficiently. Current theory (Kirchoff and Adams, 1982) considers innovation as a mechanism for bringing together various ideas and viewpoints into a new and different fusion. An atmosphere of tension, and hence conflict, is thus essential in any organization committed to developing or working with new ideas.

Response styles

People may appreciate the same situation in different ways, and so respond differently. It is therefore necessary to understand the response styles of the people involved so as to manage conflicts properly. According to Turner and Weed (1983), responses can be classified as follows:

- *Addressers* are the people who are willing to take initiatives and risk to resolve conflicts by getting their opponents to agree with them on some issues. Addressers can either be first-steppers or confronters:
 - *First-steppers* are those who believe that some trust has to be established to settle conflicts. They offer to make a gesture of affability, agreeableness or sympathy with the other person's views in exchange for a similar response.
 - *Confronters* think that things are so bad that they have nothing to lose by a confrontation. They might be confronting because they have authority and a safe position, which reduces their vulnerability to any loss.
- *Concealers* take no risk and so say nothing. They conceal their views and feelings. Concealers can be of three kinds:
 - *Feeling-swallowers* swallow their feelings. They smile even if the situation is causing them pain and distress. They behave thus because they consider the approval of other people important and feel that it would be dangerous to affront them by revealing their true feelings.
 - *Subject-changers* find the real issue too difficult to handle. They change the topic by finding something on which there can be some agreement with the conflicting party. This response style usually does not solve the problem. Instead, it can create problems for the people who use this and for the organization in which such people are working.
 - *Avoiders* often go out of their way to avoid conflicts.
- *Attackers* cannot keep their feelings to themselves. They are angry for one or another reason, even though it may not be anyone's fault. They express their feelings by attacking whatever they can even, though that may not be the cause of their distress. Attackers may be up-front or behind-the-back:
 - *Up-front attackers* are the angry people who attack openly, they make work more pleasant for the person who is the target, since their attack usually generates sympathy, support and agreement for the target.
 - *Behind-the-back attackers* are difficult to handle because the target person is not sure of the source of any criticism, nor even always sure that there is criticism.

Dealing with conflict

Conflicts are inescapable in an organization. However, conflicts can be used as motivators for healthy change. In today's environment, several factors create competition; they may be differing departmental objectives, individual objectives, competition for use of resources or differing viewpoints. These have to be integrated and exploited efficiently to achieve organizational objectives.

A manager should be able to see emerging conflicts and take appropriate pre-emptive action. The manager should understand the causes creating conflict, the outcome of conflict, and various methods by which conflict can be managed in the organization. With this understanding, the manager should evolve an approach for resolving conflicts before their disruptive repercussions have an impact on productivity and creativity. Therefore, a manager should possess special skills to react to conflict situations, and should create an open climate for communication between conflicting parties.

Ways to resolve conflict

When two groups or individuals face a conflict situation, they can react in four ways (De Bono, 1985). They can:

- *Fight*, which is not a beneficial, sound or gratifying approach to dealing with a conflict situation, as it involves 'tactics, strategies, offensive and defensive positions, losing and winning grounds, and exposure of weak points.' Fighting as a way of resolving a conflict can only be useful in courtroom situations, where winning and losing becomes a by-product of the judicial process.
- *Negotiate*, towards a settlement with the other party. Negotiations take place within the prevailing situation and do not involve problem solving or designing. Third-party roles are very important in bringing the conflicting parties together on some common ground for negotiations.
- *Problem solve*, which involves identifying and removing the cause of the conflict so as to make the situation normal again. However, this may not be easy. It is also possible that the situation may not become normal even after removing the identified cause, because of its influence on the situation.
- *Design*, which is an attempt towards creativity in making the conflict situation normal. It considers conflicts as situations rather than problems. Designing is not confined to what is already there, but attempts to reach what might be created given a proper understanding of the views and situations of the conflicting parties. The proposed idea should be appropriate and

acceptable to the parties in conflict. A third party participates actively in the design process rather than being just an umpire.

Conflict-resolution behaviour

Depending on their intentions in a given situation, the behaviour of conflicting parties can range from full cooperation to complete confrontation. Two intentions determining the type of conflict-handling behaviour are *assertion* and *cooperation*: assertion refers to an attempt to confront the other party; and cooperation refers to an attempt to find an agreeable solution.

Depending upon the degree of each intention involved, there can be five types of conflict handling behaviour (Thomas and Kilman, 1976). They are:

- *Competition* is a win-or-lose style of handling conflicts. It is asserting one's one viewpoint at the potential expense of another. Competing or forcing has high concern for personal goals and low concern for relationships. It is appropriate in dealing with conflicts which have no disagreements. It is also useful when unpopular but necessary decisions are to be made.
- *Collaboration* aims at finding some solution that can satisfy the conflicting parties. It is based on a willingness to accept as valid the interests of the other party whilst protecting one's own interests. Disagreement is addressed openly and alternatives are discussed to arrive at the best solution. This method therefore involves high cooperation and low confrontation. Collaboration is applicable when both parties desire to solve the problem and are willing to work together toward a mutually acceptable solution. Collaboration is the best method of handling conflicts, as it strives to satisfy the needs of both parties. It is integrative and has high concern for personal goals as well as relationship.
- *Compromise* is a common way of dealing with conflicts, particularly when the conflicting parties have relatively equal power and mutually independent goals. It is based on the belief that a middle route should be found to resolve the conflict situation, with concern for personal goals as well as relationships. In the process of compromise, there are gains and losses for each conflicting party.
- *Avoidance* is based on the belief that conflict is evil, unwanted or boorish. It should be delayed or ignored. Avoidance strategy has low cooperation and low confrontation. It is useful either when conflicts are insignificant or when the other party is unyielding because of rigid attitudes. By avoiding direct confrontation, parties in conflict get time to cool down. *Accommodation* involves high cooperation and low confrontation. It plays down differences and stresses commonalities. Accommodating can be a good strategy when one party accepts that it is wrong and has a lot to lose and little to gain. Consequently, they are willing to accommodate the wishes of the other party.

Strategies for managing conflicts

Tosi, Rizzo, and Carroll (1986) suggested four ways of managing conflicts, namely through: *Styles*. Conflict handling behaviour styles (such as competition, collaboration, compromise, avoidance or accommodation) may be suitably encouraged, depending upon the situation.

- *Improving organizational practices*. After identifying the reason for the conflict situation, suitable organizational practices can be used to resolve conflicts, including: establishing super ordinate goals, reducing vagueness, minimizing authority- and domain-related disputes, improving policies, procedures and rules, re-apportioning existing resources or adding new, altering communications, movement of personnel, and changing reward systems. *Special roles and structure*. A manager has to initiate structural changes needed, including re-location or merging of specialized units, shoulder liaison functions, and- act as an integrator to resolve conflicts. A person with problem-solving skills and respected by the conflicting parties can be designated to de-fuse conflicts *Confrontation techniques*. Confrontation techniques aim at finding a mutually acceptable and enduring solution through collaboration and compromise. It is done in the hope that conflicting parties are ready to face each other amicably, and entails intercession, bargaining, negotiation, mediation, attribution and application of the integrative decision method, which is a collaborative style based on the premise that there is a solution which can be accepted by both parties. It involves a process of defining the problem, searching for alternatives and their evaluation, and deciding by consensus.

Conflicts in research organizations

Conflict in a research organization, and for that matter in any other organization, may be between individuals, intra-group or inter-group, with conflict due to: research and organizational goals, research and administrative personnel, individual researchers, scientists and management, and researchers and client groups. Such conflicts may arise for many reasons (Ivancevich, Szilagyi and Wallace, 1977): Within a research group, differences arise over project priorities, the sequence of activities and tasks. Administrative procedures and practices, which delay procurement of the necessary inputs and supplies required for research activities. Such conflicts get intensified because of the contradictory nature of personnel, dispersion of authority, deficient communication, and varying perceptions. Technical opinions, performance norms and related issues lead to disagreements. The more the uncertainty in any task, the greater is the need for further information. If information is withheld or controlled by one of the parties in an interacting group, suspicion is created and conflict generated. A very common cause of conflict in research organizations is competition between interacting groups over use of limited resources available for scientific work. Allocation of limited resources often generates conflict since one group is likely to feel that it is not receiving a fair share of organizational resources in comparison with other groups. Conflicts also arise over composition and staffing of research teams, particularly when personnel from other areas are to be included. Sometimes conflicts can arise over competing claims for use of land for experiments. Cost estimates from support areas regarding work, breakdown, use of structures, etc., can create conflict situations. A lengthy research process, where

intermediate outputs of research are difficult to measure, conflicts over anticipations regarding performance are not uncommon. Disagreements over the timing, sequence and scheduling of project-related tasks and overall management of research are usual in research organizations. Disagreements over inter-personal issues caused by personality differences, particularly when interacting groups are highly inter-dependent, can lead to conflict situations. When one group fails to fulfil the expectations of the other group, or acts improperly, a conflict situation may arise. Past record of conflicts between the interacting groups, such as departmental rivalries.

Summing up

Conflicts are inevitable in any organization. A modest level of conflict can be useful in generating better ideas and methods, inspiring concern and ingenuity, and stimulating the emergence of long-suppressed problems.

Conflict management strategies should aim at keeping conflict at a level at which different ideas and viewpoints are fully voiced but unproductive conflicts are deterred. Stimulation of conflict situations is appropriate if the research manager identifies conditions of 'group-think.' Group-think is a situation where conflict rarely occurs because of high group cohesion, which results in poor decision and inadequate performance. Group-think prevails when there are lot of 'yes men' in a group, with the result that there is no serious appraisal of the situation and new ideas are not suggested. Group members attach greater importance to popularity, tranquillity and peace in the group rather than to technical ability and proficiency. Members are disinclined to verbalize their unbiased views in order to avoid hurting the feelings of other members of the group. Decisions are accepted as they are, adversely affecting organizational productivity. A manager can choose several remedies to avoid group-think (Irving, 1971).

A conflict situation can be induced by supporting individualistic thinking or favouring individual competition. Individualistic thinking can be initiated in the group by including some group members who can freely express their views, which can encourage and prod others to do the same. Competition between individuals can be enhanced by acknowledging and rewarding the better performers. Conflict situations can also be introduced by making some organizational changes, such as transferring some group members, redefining roles, and helping the emergence of new leadership. A manager can also create a conflict situation by delivering shocks, such as by reducing some existing perks of the members of the organization. After stimulating the conflict situation, a manager should: identify the likely source of the conflict situation, calibrate the productiveness of the situation, and neutralize the unproductive conflict situation. Basic problems in inter-group behaviour are conflict of goals and communication failures, A basic tactic in resolving conflicts, therefore, is to find goals upon which scientists or groups can agree, and to ensure proper communication and interaction. Some conflicts arise because of simple misconceptions, which can be overcome by improved communication.

A manager should manage conflicts effectively rather than suppress or avoid them. To manage them, a manager needs to ask 'What?' and 'Why?' - and not 'Who?' - to get at the root of a problem. In the process of resolving conflicts, many problems can be identified and solved by removing obstacles and creating a new environment of individual growth. If conflicts are not managed properly, they can be damaging, as they waste a lot of energy and time, and invoke tension, which reduces the productivity and creativity of those involved.

The term development does not refer to one single phenomenon or activity nor does it mean a general process of social change. All societies, rural and urban, are changing all the time. This change affects society's norms and values, its institutions, its methods of production, the attitudes of its people and the way in which it distributes its resources. A rural society's people, customs and practices are never static but are continually evolving into new and different forms. There are different theories which seek to explain this process of social change (as evolution, as cultural adaptation or even as the resolution of conflicting interests).

Development is more closely associated with some form of action or intervention to influence the entire process of social change. It is a dynamic concept which suggests a change in, or a movement away from, a previous situation. All rural societies are changing, and Rural Development/Extension attempts to develop certain aspects of society in order to influence the nature and speed of change. In the past, different nations have been studied and their levels of development have been determined; this has given rise to the use of the terms such as developed and developing nations. In other words it is assumed that some nations have advanced or changed more than others, and indeed these nations are often used as the model for other, developing nations to follow. This process of development can take different forms and have a variety of objectives. The following statements explain the inherent concept of development:

- Improvement of productivity through modern production methods and improved social organization.
- The total transformation of traditional or pre-modern society into the types of technology and associated social organizations that characterize the advanced stable nations of western world
- Development is building up of the people so that they can build a future for themselves. It is an experience of freedom in deciding what people choose to do. To decide to do something brings dignity and self-respect. Development efforts therefore, start with the people's potential and proceed to their enhancement and growth.

In light of this it can be concluded that the process of development should contain three elements:

- **Economic:** The development of the economic or productive base of any society, which will produce goods and materials required for life
- **Social:** The provision of a range of social amenities and services (i.e. health, education, welfare etc.) which care for the non-productive needs of society
- **Human:** The development of the people themselves, both individually and community, to realize their full potential, to use their skills and talents, and to play a constructive part in shaping their own society.

Development has to do with the above three elements. It should not concentrate upon one to the exclusion of others. Of course, the economic base of any society is critical, for it must produce the resources required for livelihood. But we must also think of people and ensure their active participation in the process of development

Different interest groups and intellectual traditions define development differently. In addition there are huge numbers of large and small institutions spread across the world, which claim to be carrying out development, regardless of their impact on society. In fact there is much ambiguity and confusion caused by the term development. This is because there are various interpretations and the continuous changing of the development concept and the existence of different schools thought to this day. Most of the development literature comes from three different groups. The first group include governmental and non-governmental institutions and academics from the third world. The second group is made up of the international agencies such as the World Bank, international Monetary Fund (IMF) and the UN related bodies. The third group is made up of government and academics from the developed countries. The most interesting thing is that, the third group with raises some doubts on its validity produce most of the development literature.

For a very long time development was mainly confined to the economic aspect i.e. promotion of the economic indicators. This implied that development has to do with increase in the growth of the national income at a faster rate probably more than the population. This definition was however, criticized on the basis of being insufficient because it ignores some important elements essential for development:

- When considering the above definition and taking into consideration the per capita income, you will see that the increase in the national income does not reflect the distribution pattern which is important for measuring development. This means the distribution is skewed. It has been observed that in most countries about 10 – 15% of the population take 90% of the income, which reflects abnormality in the distribution of income – inequality. This is being pointed out at as a major contributor to perpetuating the persistent poverty in most poor countries. Thus we cannot talk of development when the majority are poor.
- The definition does not reflect something about the level of industrialization.

The level of industrialization of the western advanced countries usually distinguishes the developed from the developing countries. According to the UN a country can be said to be developing if 20% of its output is produced by the industrial sector.

In fact development theorists believe that any economy will encourage development if it has many linkages (Forward linkages and backward linkages).

- The definition of development on the basis of national income does not include some other non-economic aspects e.g. the political tradition or social structure of the country.

Some countries as China and the Middle East have high level of per capita income but low level of participation in the political life of the state from the masses. The participation of people is seen as a sign of development.

Given the above controversies, development may be described in broad terms as a positive Social, Economic and Political change in a country or community. In our field development is mainly concerned with positive change in existing societies and the success of development efforts is measured by the results seen in society.

Analysing the definition of Professor Daddly Seers, he considered development as a process whereby we bring about improvement in the conditions of life of the people. He identified three core values of development:

Given the above controversies, development may be described in broad terms as a positive Social, Economic and Political change in a country or community. In our field development is mainly concerned with positive changes in existing societies and the success of development efforts is measured by the results seen in society.

Analysing the definition of **Professor Daddly Seers**, he considered development as a process whereby we bring about improvement in the conditions of life of the people.

He identified three core values and elements of development:

- ***Life sustenance:*** The ability to provide basic human needs. This entails equitable access to resources, education, health care, employment opportunities and justice. Here, we mean people have certain basic necessities of life without which it would be impossible (or very difficult) for them to survive. The basic necessities of life include food, clothing, water, shelter, basic literacy, primary health care and security of life and property. When any one or all of them are absent or critically in short supply, we may state that a condition of “***absolute underdevelopment or poverty***” exists. Provision of basic necessities of life to everybody is the primary responsibility of all economies, whether they are capitalist, socialist or mixed. In this sense, we may state that economic growth (***increased per capita, availability of basic necessities***) is a necessary condition for improvement of the “***quality of life***” of rural people which is rural Development.
- ***Self Esteem:*** Every person and every nation seeks some sort of self-respect, dignity, to be a person, and being honoured as being member of society. Absence or denial of self-respect indicates lack of development.
- ***Freedom from Servitude and to be able to choose.*** This involves political and economic aspects of peoples’ lives. In this context, freedom refers to political or ideological freedom, economic freedom and freedom from social servitude. As long as a society is bound by servitude of men to nature, ignorance, other men, institutions and dogmatic beliefs, it cannot claim to have achieved the goal of development. Servitude in any form reflects a state of underdevelopment.
- ***Increase in real per capital income (economic growth)*** as well as improvement in the distribution of this income through the trickle-down effect.

REFERENCES

- [1] De Bono, E. 1985. *Conflicts: A Better Way to Resolve Them*. London: Harrap.
- [2] Filley, A.C. 1975. *Interpersonal Conflict Resolution*. Glenview IL: Scott, Foresman.
- [3] House, R.J., & Rizzo, J.R. 1972. Conflict and ambiguity as critical variables in a model of organizational behaviour. *Organizational Behavior and Human Performance*, 7: 467-505.
- [4] Irving, J.L. 1971. *Group think*. *Psychology Today*, November.
- [5] Ivancevich, J.M., Szilagyi, A.D., Jr., & Wallace, M.J., Jr. 1977. *Organizational Behavior and Performance*. California, CA: Goodyear Publishing.
- [6] Kirchoff, N., & Adams, J.R. 1982. *Conflict Management for Project Managers*. Drexel Hill: Project Management Institute.
- [7] Thomas, K.W., & Kilman, R.H. 1974. *Conflict Mode Instrument*. Tuxedo, New York
- [8] NY: Xicom. Tosi, H.L., Rizzo, J.R., & Carroll, S.J. 1986. *Organizational Behaviour*. New York,
- [9] NY: Pitman. Turner, S., & Weed, F. 1983. *Conflict in Organizations*. Englewood Cliffs: Prentice-Hall.