

## **Development of Conceptual Framework to Explore the Organizational Conflicts in the National Universities in Sri Lanka and its effect on Roles of Administrators**

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The conflicts inside the organization occur among the people or among the groups. The main causes of organizational conflicts are organizational structure, communication, personal variables, limited resources etc. The group conflicts may result increasing or decreasing of group performance. The conflicts are categorized as Intra-individual conflict, Inter-individual conflict, Intra-group conflict and Inter-group conflict and further as vertical conflicts and horizontal conflicts or as functional and dysfunctional conflicts. Some aspects to manage conflicts include competing, collaborating, avoiding, accommodating and compromising. As explained by Henry Mintzberg in 1960s, managers perform 10 different roles. They are categorized into three groups as interpersonal, informational and decisional roles. Several researches are being conducted to find the relationship in-between organizational conflict and role of administration in local and global contexts. At present, organizational conflicts are experienced among administrators, academics, supporting staff as well as among students and in-between those different groups. A recent study conducted in Sri Lankan state universities revealed that there is a sizable level of organizational conflicts exists in Sri Lankan universities. Literature showed that the different people with different demographic characters, personality, needs, expectations and various perceptions may cause organizational conflicts. Another investigation related to the elementary schools managers revealed that conflict management is a team phenomenon in schools. Under this background the importance was identified to conduct an investigation to explore the organizational conflicts in Sri Lankan universities and its influence on roles of administrators. This initial study was conducted to develop a tentative conceptual frame work as a base for the major research. The main objective was to develop a tentative Conceptual Framework based on literature to investigate the organizational conflicts in Sri Lankan state universities, root causes for such organizational conflicts, and how the roles of university administrators are influenced by the organizational conflicts and to identify the strategies adopted by universities in managing organizational conflicts. The steps followed in this investigation were secondary data collection (literature), developing tentative conceptual frame work (research modal) and developing objectives for further investigations. Development of the tentative conceptual frame work and defining the variables were done. The independent variables were organizational conflicts (8 types of possible organizational conflicts were selected as independent variables). The dependent variables were managerial roles of the administrators including interpersonal, informational and decision-making roles. The influence of the adopted strategies for conflict management and socioeconomic characters of the administrators also would be analyzed and they were in the research model as intervene variables. It was further recommended to develop the conceptual framework by receiving comments from the experts for major research.

**Key words:** *Conflict management, Organizational conflicts, Role of administrators, Socioeconomic characters*