

**ORGANIZATIONAL CONFLICTS
AND
IT'S IMPACTS ON EMPLOYEE COMMITMENT;
WITH SPECIAL REFERENCE
TO
OTHER RANKS OF THE SRI LANKA ARMY**

A Dissertation by



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ABSTRACT

This research examines organizational conflicts existing among the Other Ranks of Sri Lanka Army and their impacts on employee commitment of Other Ranks of Sri Lanka Army. Although the sample size was 384 ORs from all 24 regiments of the Sri Lanka Army the entire sample answered the 100 percent of the questions in the questionnaire thus facilitated the researcher to analyze the data without adjusting any missing data. This may be due to the disciplinary environment existing in the army, and it may be a unique factor when compared to any other institution. The Sri Lankan Army, which achieved a total victory over the liberation Tigers of Tamil Eelam (LTTTE) in 2009 has faced new challenges in the post-war era, is exposed to all types of organizational conflicts existing in the society today and this research has exclusively focused on those organizational conflicts and their impacts on employee commitment of the soldiers who are the majority force of the Sri Lanka Army. In this research four main types of conflicts existing in the Army were identified. They are namely (1) Intrapersonal conflicts (2) Interpersonal conflicts (3) Intragroup conflicts (4) Intergroup conflicts. Due to the higher degree of diversity existing in the Army the existence of above described four types of conflicts were obvious. Further it was discovered what is the degree of effects that all four types of conflicts can cause on the employee commitment positively or negatively. The statistical evidence-based research outcome, explained there are two types of conflicts existing in the Sri Lanka Army are directly having significant relationships with the employee commitment of the Other Ranks of Sri Lanka Army and they are identified as intrapersonal conflicts and intergroup conflicts. The effects of the above two conflicts are with positive or negative nature, depending on the situation and how the leaders of various levels are handling it. The other two types of conflicts namely interpersonal conflicts and intragroup conflicts are identified as those do not have significant influence over the employee commitment of Other Ranks of Sri Lanka Army. Further this research terminates suggesting the strategies for the authorities to manage the conflicts specially the conflicts which can cause an impact on employee commitment of Other Ranks of the Sri Lanka Army with utmost care in order to minimize the negative impacts and maximize the positive impacts thereby facilitate the Sri Lanka Army to achieve goals set against it by the government of Socialist Republic of Sri Lanka.

Keywords: Organizational Commitment, Organizational Conflicts, Intrapersonal Conflicts, Interpersonal Conflicts, Intragroup Conflicts, Intergroup Conflicts, Other Ranks of Sri Lanka Army.