

Tiedekunta-Fakultet-Faculty Valtiotieteellinen tiedekunta		Laitos-Institution-Department Department of Social Psychology	
Tekijä-Författare-Author Heikkilä, Hanna			
Työn nimi-Arbetets titel-Title Role conflicts in managerial work			
Oppiaine-Läroämne-Subject Social Psychology			
Työn laji-Arbetets art-Level Master's thesis		Aika-Datum-Month and year 2002-01-09	Sivumäärä-Sidantal-Number of pages 63
<p>Tiivistelmä-Referat-Abstract</p> <p>The purpose of this qualitative case study is to examine a role of a manager and role conflicts in his work. The study is conducted in a high-technology company, and one aim of it is also to find concrete development solutions in order to improve the communication between Human Resources department and line management.</p> <p>The theory of role conflicts forms the theoretical framework for the study. A role conflict is a situation where incompatible expectations are held towards a person's behavior, and six different type of role conflicts can be distinguished: an inter-role conflict, two types of intrarole conflicts, a personality-role conflict, role overload and finally, role ambiguity.</p> <p>The data was collected by thematic interviews and the results indicate that line managers in the target organization encounter nearly all kind of role conflicts in their work. Due to their position, they automatically have two roles: a role of an expert and a role of a superior. This leads to an inter-role conflict, which was strongly perceived especially by the female informants. Also intrarole conflicts emerged to some extent. Any personality-role conflicts did not occur, but role overload and role ambiguity came strongly across in the data. The managers are not able to perform all the duties they have, and the expectations of different interest groups are not communicated clearly enough.</p> <p>All conflicts cannot be completely solved, but communication is one way to improve the situation. Human Resources department, like other stakeholders should express the expectations they hold for a manager as explicitly as possible, and different roles should be clearly defined. Also induction and training can prevent role conflicts.</p> <p>The central references were Brown (1965): Social Psychology, Kahn et al. (1964): Organizational stress - Studies in role conflict and ambiguity and Katz & Kahn (1978): The social psychology of organizations.</p>			
<p>Avainsanat-Nyckelord-Keywords</p> <p>management - leadership</p> <p>managers - roles - conflicts</p> <p>organizational communication - personnel management</p>			
Säilytyspaikka-Förvaringsställe-Where deposited			
Muita tietoja-Övriga uppgifter-Additional information			