A Study On Emerging Issues Of Conflict Management In Management Practice Of Organisational Climate

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Abstract
Conflict is inevitable given the wide range of goals for the different stakeholder in the organization and its absence signifies management emphasizes conformity and stifles innovation. Conflict arises at any time, among any people and at any place irrespective of the organization rules and regulations. The purpose of this study was to investigate conflict management strategies, its importance and its process in an organization. Managing the conflict is not an easy task and that includes various psychological concepts to be considered. The study found out that the company is excellent in having a committee for resolving the grievances of the employee. The relationship between the management, superiors and co-workers are good and which should be strengthened more. Education and training programs for participating, improving better communication system and on implementing changes are to be improved more in the organization. Appropriate statistical tool have been given to the company to improve their features. The sample size is 70 and it includes the employees of various departments in M/s NCR Cooperation India Pvt Ltd.

Keywords: Conflict, Grievance, Communication, Relationship, Employees, Emotions

Introduction
“Peace Is Not the Absence of Conflict but the Ability to Cope With It”
A clash of interests, values, actions or directions often sparks a conflict. Conflicts refer to the existence of that clash. Psychologically, a conflict exists when the reduction of one motivating stimulus involves an increase in another, so that a new adjustment is demanded. The word is applicable from the instant that the clash occurs. Even when we say that there is a potential conflict we are in a way implying that there is already a conflict of direction even though a clash may not yet have occurred.

Meaning
“Conflict is a disagreement or different of opinion between individual or group and management.” Conflict management is the process of limiting the negative aspects of conflict while increasing the positive aspects of conflict. The aim of conflict management is to enhance learning and group outcomes, including effectiveness or performance in organizational setting.

Stages Of Conflict
There are five stages in a conflict. These are latent conflict, perceived conflict, felt conflict, manifest conflict, and conflict aftermath.

a) LATENT CONFLICT:
The first stage of conflict is latent conflict in which the factors that could become a cause of potential conflict exist. These are the dry for autonomy, divergence of goals, role conflict and the competition for scarce resources.

b) PERCEIVED CONFLICT:
Sometimes a conflict arises even if no latent conflict is present. In this stage one party perceived the others to be likely to thwart or frustrate his or her goals. Such conflict can be resolved by improving communication between the groups.

c) FELT CONFLICT:
Felt conflict is the stage when the conflict is not only perceived but actually felt and cognized. For example, ‘A’ may be aware that he is in serious argument with ‘B’ over some policy. But this may not make ‘A’ tense or anxious and it may have no effect, whatsoever, on A’s affection towards ‘B’. The personalization of conflict is the mechanism which causes many people to be concerned with dysfunctions of conflict. In other words, it makes them feel the conflict.

d) MANIFEST CONFLICT:
Manifest conflict is the stage when the two parties engage in behavior which evokes response from each other. The most obvious of these responses are open aggression, apathy, sabotage, withdrawal and perfect obedience to rules.
CONFLICT AFTERMATH:
The aftermath of a conflict may have positive or negative repercussion for the organization depending upon the how conflict is resolved. If the conflict is genuinely resolved to the satisfaction of all participants, the basis for more cooperative relationship may be laid or the participants in their drive for a more ordered relationship may focus on latent conflicts not previously perceived and dealt with.

On the other hand, if the conflict is merely suppressed but not resolved, the latent conditions of conflict may be aggravated and explode in a more serious form until they are rectified. This conflict episode is called conflict aftermath.

Features Of Conflict
a) A conflict is more than just a disagreement.

b) Conflicts continue to fester when ignored.

c) We respond to conflicts based on our perceptions

d) Conflicts trigger strong emotions.

e) Conflicts are an opportunity for growth.

Key Points To Be Considered For Effective Management Of Conflict
a) Manage stress quickly while remaining alert and calm.

b) Control your emotions and behaviour.

(c) Pay attention to the feelings being expressed.

d) Be aware of and respectful of differences.

Be conscious about the emotions of yourself and others.

Steps In Resolving Conflicts

Steps to overcome conflicts
a) Listen for what is felt as well as said

b) Make conflict resolution the priority rather than winning or "being right."

c) Focus on the present.

d) Pick your battles.

e) Be willing to forgive.

f) Know when to let something go.

c) De-motivation

e) Non-productivity

Causes Of Conflict
a) Poorly defined goals

b) Divergent personal values

c) Lack of cooperation/trust

d) Competition of scarce resources

e) Unclear roles/lack of job description

Effects Of Conflict In Organizations
a) Stress

b) Absenteeism

c) Staff turnover

2. Conflict Resolutions:
MEANING:
“The only kind of bad conduct is unresolved conflict”
Conflict resolution is the process of resolving a dispute or a conflict by meeting at least some of each side’s needs and addressing their interests. Knowing how to manage and resolve conflict is essential for having a productive work life, and it is important for community and family life as well. Conflict resolution is a process of working through opposing views in order to reach common goal or mutual purpose.

**Measures Of Conflict Resolution**

1. **Statutory Measures**
   a) Voluntary arbitration
   b) Conciliation
   c) Adjudication.

2. **Non-Statutory Measures**
   a) Code of discipline
   b) Workers participation management
   c) Collective bargaining
   d) Grievance redressal machinery
   e) Tripartite bodies.

3. **Government Measures**
   a) Labour organization
   b) Labour machineries

3. **Grievance Meaning**
Grievance implies dissatisfaction or suffering or grief caused unnecessarily or illegally. Grievance is defined as real or imaginary feeling of personal injustice that an employee as concerning his employment relation.

**Causes Of Employee Grievances:**

a) Promotions.
b) Amenities.
c) Compensation.
d) Disciplinary action & Supersession.
e) Leave & Transfer.
f) Payment.

4. **Objectives Of The Study**
   a) To study the interpersonal relationship and communication system at NCR Corporation India Pvt Ltd.
   b) To identify the satisfaction of grievance procedure and discipline action.

1. To analyze the level of participation of workers and functioning of trade union.

5. **Scope Of The Study**
   a) The project provides information about the conflict management in the organization.
   b) The factors are interpersonal relationship and communication system, employee morale and disciplinary action, grievance procedure, job satisfaction and workers participation.
   c) It provides a picture about the perception of the employees and will help the management to know the reason for unhealthy relationship among the members
   d) Bring out the possible solutions for the peaceful working of the organization.

6. **Data Collection**
Relating to study the primary data was collected from employees working in NCR Cooperation India Pvt Ltd. The secondary data was collected with the help of Company records, Product Catalogue, company website and discussion with the personnel manager and staff.

7. **Sampling Size & Sampling Method**
The sample size for the study is 70. Different types of sampling methods are available. In this study the random sampling was selected for this research.

8. **Limitations Of The Study**
   a) Communication was a barrier while collecting responses from the respondent.
   b) The respondent was busy and it was hard to interrupt their work, during working hours.
   c) The responses given by the respondent might not be true, since the respondent answered something.

**Data Analysis And Data Interpretation**

**Correlation**
Analysis of opinion of the respondents regarding the level of communication with the superior and relationship with a superior.

**Null Hypothesis: (H₀)**
There is no significant relationship between level of communication with the superior and relationship with a superior.

**Alternative Hypothesis: (H₁)**
There is a significant relationship between level of communication with the superior and relationship with a superior.
Table 1. COMMUNICATION WITH THE SUPERIOR

<table>
<thead>
<tr>
<th>S. No</th>
<th>Factors</th>
<th>No. of Respondent</th>
<th>Percentage</th>
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</thead>
<tbody>
<tr>
<td>1.</td>
<td>Excellent</td>
<td>15</td>
<td>21</td>
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<tr>
<td>2.</td>
<td>Good</td>
<td>35</td>
<td>50</td>
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<tr>
<td>3.</td>
<td>Average</td>
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<td>21</td>
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<tr>
<td>4.</td>
<td>Needs improvement</td>
<td>5</td>
<td>8</td>
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<tr>
<td>5.</td>
<td>Poor</td>
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<td>0</td>
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<tr>
<td>Total</td>
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Table 2. RELATIONSHIP WITH SUPERIOR

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<td>2.</td>
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Table 3. CORRELATION TESTS

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<th>Communication with Superior</th>
<th>Relationship with superior</th>
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<td>Communication with Superior</td>
<td>Pearson Correlation: 1</td>
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<tr>
<td>Sig. (2-tailed)</td>
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<tr>
<td>N</td>
<td>70</td>
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Inference:
From the above table, it is found that the significance value is 0.000 which is lesser than 0.05, hence reject null hypothesis. Thus there is significant relationship between the level of communication with the superior and relationship with a superior. Hence, it is positively correlated.

Suggestions And Recommendations
a) The researcher appreciates the management that various committee members are actively engaged in resolving the problems of the employee. The employees are happy about they have an ear to listen their problem.

b) The communication between the management and the co-worker has to be strengthened because it is very important for employee morale and so the management can focus on this.

c) The superior’s relationship and the grievance handling system are good in the organization. This can be taken as a positive sign to build better relationship on regard to work as the subordinates are the closest link on work.

Conclusion
Conflict management goes a long way in strengthening the bond among the employees and reduces the stress and tension of the employee and makes them feel comfortable at work place and home. The outcome of the study found out that the company is excellent in having a committee for resolving the grievances, in maintaining a good relationship between the management, co-workers and between the superiors and the subordinates. The grievance handing system and the education and training program are found to be normal in the company. The company can improve the relationship between superiors and subordinates as it reflects in the work tasks. Thus the paper suggests that a peaceful environment is very essential so that it increases the happiness of the employees who are the assets of the organization.
References