IMPACT OF CONFLICT MANAGEMENT TECHNIQUE ON EMPLOYEE RELATIONS WITH REFERENCE TO BANGALORE BASED ORGANISATIONS

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ABSTRACT

Conflict means it is a stage a disagreement between the parties or individual. Identifying these conflicts in organisation helps to improve the productivity in the organisation. If an organisation fails to identify the conflict means it will be affected on the working condition of the company. It is very important to resolve the conflict at initial stage itself. This research is undertaken in order to know the employee relations with conflict handling. These relations are very much needed in order to satisfy the employees. If employees are satisfied means it results in their performance. A good satisfied employee can give a better performance to the organisation; in return organisation must maintain a positive relation with employees with respect to conflict handling. The researcher had the objective as to analyze the level of Conflict in the Organisation and to evaluate the Strategies to resolve the Conflict. When it comes to Organisation is good at identifying the conflict at different levels and they are also providing the conflict resolution training. Majority of the employees experienced a positive outcome from a conflict like better understanding of others, Motivated, etc. Where few of them have experienced a negative side like some of the employees left the organisation, and personal insults were happened. It depends upon the individual employee that how they are going to carry the situation when disagreements arise, some will look up the positive way to change themselves.

Keywords: Conflict, management, technique, employee, relations, etc.

INTRODUCTION

The research on Conflict Management techniques on Employee relations is very much essential in an organisation. Conflict means it is a stage a disagreement between the parties or individual. Identifying these conflicts in organisation helps to improve the productivity in the organisation. If an organisation fails to identify the conflict means it will be affected on the working condition of the company. It is very important to resolve the conflict at initial stage itself. By resolving these conflicts in the organisation, it will create

a positive kind of environment. Conflict management is a process of limiting the negative aspects of conflict while increasing the positive aspects of conflict.

Types of Conflicts

➢ Interpersonal

➢ Intrapersonal

➢ Group Conflict

   ✓ Inter – group

   ✓ Intra – group

➢   Organizational

Components of Conflicts

➢ Cognitive

➢ Behavioural

➢ Affective

Purpose of Conflict management

➢ To have a clear communication.

➢ To increase the Productivity of organisation.

➢ The performance of the employees will be resulted in positive manner.

➢ To resolve the disagreements among employees.

➢ To retain the employees.

Objectives of Conflict Management

➢ To improve the negotiation skill

➢ To aim at win-win situation

➢ To think pro-actively to ensure the good working condition.

REVIEW OF LITERATURE

Desheng Dash Wu (2012), The major aim of this research is to know which conflict management behaviour helps to improve the employee's performance and the job satisfaction. The author has taken a sample of 333 which includes only Chinese employees. The author has examined the effects of conflicts with respect to performance in Chinese contexts. When it comes to type of research here the author had studied the effects and its implications so its belongs to casual research or Experimental research. Finally, the findings of this paper are, Compromising style of Conflict management is absolutely related to job fulfillment. This paper offers some useful suggestions to managers to improve the job satisfaction of employees and to innovate in their performance.

Angela Shin-yih Chen, Yu-hsiang Hou (8 February 2016), This paper is using a cross-sectional research design. Here the author has issued questionnaire to the R and d department in Taiwan.248 valid questionnaires were analyzed. Negative conflict style comes under active conflict where Agreeable Conflict style positively sensible between EI and job performance.

Jacqueline Y Portello, Bonita C Long (1994), This research deals with the influence of socialization on gender, intrapersonal and ethical conflict. Data was collected from 134 female, provincial supervisors and managers. Results are Dominating management style were used by managers who are having high instrumental trait. Integrated style was used by androgynous managers.

Zhenzhong Ma (4 July 2008), This paper aims to plan the structure of Conflict administration studies. The paper shows that conflict management focuses-on three themes, workplace conflict and conflict management style,-Cultural gap in conflict administration, and conflict administration in practice.

Carlos Montes, Damaso Rodriguez, Ganzalo Serrano. (, This paper talks about Conflict management style where Affective Choice of conflict is one of the Conflict management style. Identification of factors that are related to affective conflict is the main purpose of this paper. This research is Exploratory in nature. Here they were taken samples of 358 undergraduate students from Santiago university. They also divided the affective factors into four groups i.e., happy, sad, inactive, surprise. ANOVA is used to test the hypothesis. Findings of this paper, affective groups statistically vary in their self-reported conflict management styles.

Christine A. Stanley- Nancy E. Algert (3 March 2007), Conflict is the inevitable part in the Universities and it is inherent component of academic life. According to this paper of research leaders spend 40% of them in managing the Conflict. This paper mainly deals with qualitative data and it's is an Exploratory research paper. They have taken 20 departments heads across the public research extensive Universities at South who are

varying with their level of experience and departments. Based on analysis of Conflict management Styles it tells us that it Leeds to professional development of the individual.

Bobbie Sue Whitworth (2008), This research aims at identifying the different personality factors and their relationship with conflict manage style among female nurses. 97 female registered nurses working in 9 health care facilities in south Mississippi were participated in this research. Findings were there is no statistically significant co relation between registered nurse's personality factors.

Jorn k rognes, Vidar Schei (2010), Here the purpose of this research is to examine the integrative approach to conflicts. Co relation was used in order to analyze the research and it comes under descriptive type of research. Findings of this paper is Integrative approach is very motivated and it benefited.

S. M. Shariq Abbas, Neha Joshi (2013), This paper is all about a detailed Research on Work-place Conflict Management Style. The research is descriptive in nature. Here they have used t test in order to interpret and analyze the data. Findings and Conclusions are Indian Organizations used Integrating and Compromising Management style.

Atif Masood Chaudhry, Rehman Asif (2015), They had taken a topic of conflict and its factors for analyzing the Conflict in different decades. Conflict of organisation, task, functional and dysfunctional had been taken. They had elaborated the review of each paper in the author of view. They had made a paper on literature review of each factors in the Component.

Mei-Yu Yang, Fei-Chun Cheng (2015), Identifying the roles of trait affectivity and momentary-moods in conflict-management is the main purpose of this paper. Where they had taken a sample of 180 individual and paper adopts a-within-and between person-approach and they had used linear modelling to test the hypothesis. Findings of right moment is the individual with positive attitude can only communicate disagreement.

Mohammed Alzahrani (2013), Here, author take up a Comparative research on Relationship between the Conflict Management Styles. This research was taken in order to examine the preferences in Conflict management. The research was taken over in Saudi and American Faculty members and the author had compared the data. Here he has used Simple random sampling and samples is limited up to 300. Findings of this research were there is no statistical implication changes in conflict organization styles.

Dr. Digvijaysinh Thakore (April 2013), Conflict is becoming a part of business world, where in each and every aspect sometimes we fail to identify the conflict. It is very essential to identify the Conflict at different levels in organisations. The Conflict should be identified and it must be resolve properly. We are in the world where sometimes we cannot predict the results of the Conflict. So here in this paper author has elaborated the Conflict styles, it's level in the organisation and the strategies to resolve the conflict. It is purely based on qualitative data where author had taken a source of secondary data in order to gain the knowledge about the trends in conflict.

Kolawole Iyiola, Husam Rjoub(January2020), This research took place in Nigeria where their main aim is to improve the quality of relationship-between the owners and contractors by using the Conflict management. Researcher has a taken a sample of 426 contractors and owners. Here the result was Conflict management climate significantly predicting the trust and relationship quality.

Amir Ali Khushk (2020) It studies the behaviour of conflict that is task and role relationship with employee engagement. The outcome is that where-relationship conflict is a tough judge of negotiation-and it can influence-an employee engagement.

Sarah R. Magnotta (2019), The paper is based on the role of sales team intragroup conflict. Sales team are grouped by product, territories where the conflict resolution must be seriously accessed. The purpose of this paper is to research a know the impact of Conflict within sales group on their job performances Data was collected from 195 distributors salesperson who organized in 20 geographical area. A finding is the perception of organisational justice will decrease the quality of job outcomes.

Carlos Montes, Damaso Rodriguez, Gonzalo Serrano (2012), In this paper they studied on the factors which identify affective types of Conflict behaviour. Here they have taken 358 undergraduate students and ANOVA was used to test hypotheses. It shows that affective group Statistically differ in their conflict management style.

Abdullah Promise Opute (2014),They have analysed 20 in-depth interviews in-UK financial organisation. This research underlines there must a fit between conflict administration-strategy and style of the Conflict.

Munduate, Juan Ganaza, Jose M Peiro, Martin Euwema(1999), This research is an exploratory type which studies on identification of specific conflict styles that caused in separated groups of managers are patterned. Efficiency of each outcome of ensuing patterns were analysed by their mutual relationship. Results shows us that multiple conflict style is effective rather than single conflict management style.

Manrjaana Gunkel, ChristoperSchlaegel, Vas Taras (2016), This research aims at to identify which cultural values, emotional value impact on individuals while managing their Conflict. This is a global research where cluster sampling was used, data was including 1527 individuals from ten different cultures. Avoidance influence the preference of conflict management style.

RESEARCH FRAMEWORK

STATEMENT OF PROBLEM

This research is an attempt and aimed to find the Research on Conflict management techniques in an organisation and the Employee relations with these techniques. Conflict occurs due to disagreement between two or more parties or individuals. In organisation they come across conflict which can increase and also decrease the productivity. Finding and resolving these conflicts helps an organisation to increase the productivity, trust, quality of work etc.

NEED FOR THE RESEARCH

This research is undertaken in order to know the employee relations with conflict handling. These relations are very much needed in order to satisfy the employees. If employees are satisfied means it results in their performance. A good satisfied employee can give a better performance to the organisation; in return organisation must maintain a positive relation with employees with respect to conflict handling.

OBJECTIVES OF THE RESEARCH

- ➤ To identify the reasons for conflict in Organisation.
- ➤ To analyze the level of Conflict in the Organisation.
- ➤ To evaluate the Strategies to resolve the Conflict.
- ➤ To analyze the impact of workplace conflict.

SCOPE OF THE RESEARCH

This research helps an organisation to have a better understanding of employees. By this research it settles the disagreement among employees if any. It gives a good working condition by resolving the conflict by having a good conflict resolution technique.

RESEARCH METHODOLOGY

Data was collected by using simple random Sampling method. Questionnaire is used as a tool to collect the data from the employees, which was prepared using Likert scale and open-ended questions. This research is carried on descriptive method where it involves detailed research with respect to Conflict Management Technique on Employee relation. Finally, the responses received are analysed by the software package SPSS and Ms Excel.

RESEARCH DESIGN

When it comes to research here had collected the response of 50 by preparing a structured questionnaire. Face to face interactions is also carried where it is very much essential. It was done to collect data and to attain a sense of clarity with promptness.

SAMPLE

One fourth of sample is taken out of 178 permanent employees, i.e., 50 is the sample size.

DATA COLLECTION

Data is collected using the Questionnaire and interaction among employees.

DATA COLLECTION MODE

> **Primary Data:** In order to attain first-hand information Questionnaire is used.

> **Secondary data:** Data is collected through magazines and internet, etc

HYPOTHESES

H0: Gender of the employee and employee satisfaction are not related.

H1: Gender of the employee and employee satisfaction are related.

DATA ANALYSIS AND DISCUSSION

GENDER		MALE		FEMALE		
	FREQ	45		5		
	%	90%		10%		
AGE GROUPS		**20-30**	**31-40**	**41-50**		**50 ABOVE**
	FREQ	10	25	14		1
	%	20%	50%	28%		2%
MONTHLY INCOME		**BELOW 20000**	**20000 - 40000**	**40000 – 60000**		**ABOVE 60000**
	FREQ	2	30	13		5
	%	4%	60%	26%		10%
REASONS FOR CONFLICT IN EMPLOYEE POINT OF VIEW		Not meeting the Expectations	Attachments	Lack of planning	Poor Communication	Other Factors
	FREQ	5	6	11	24	4
	%	10%	12%	22%	48%	8%

EMPLOYEES FEEL TOWARDS CONFLICT		Demotivated	Angry	Frustration	Nervous	Excited	Uneasiness
	FREQ	30	2	6	4	5	3
	%	60%	4%	12%	8%	10%	6%
CONFLICT THAT OCCUR IN DIFFERENT LEVELS		Between entry level managers	Between line managers	Between levels of management	Between senior leadership		Between middle managers
	FREQ	4	19	14	8		5
	%	6%	38%	28%	16%		10%
TYPE OF CONFLICT FACING BY THE EMPLOYEES		Interpersonal Conflict	Intrapersonal Conflict	Group Conflict		Organizational Conflict	
	FREQ	31	3	14		2	
	%	62	6	28		4	
TYPE OF CONFLICT FACING BY THE EMPLOYEES		YES			NO		
	FREQ	45			5		
	%	90			10		
STRATEGIES TO RESOLVE THE CONFLICT IN THE ORGANISATION		Discussion	Debate	Compromising	Avoiding	Relating responsibilities	
	FREQ	32	3	7	5	3	
	%	64	6	14	10	6	
EMPLOYEES FOUND THEIR OWN WAY TO RESOLVE THE CONFLICT OR NOT.		YES	NO		MIGHT BE		
	FREQ	39	4		7		
	%	78%	8%		14%		
ORGANIZATION PROVIDE TRAINING OR NOT		YES			NO		
	FREQ	38			12		
	%	76%			24%		
FINAL RESPONSIBILITY- IS TO DETERMINE WORKPLACE CONFLICT		Everyone	Managers	Senior leadership executives	HR	Other parties	
	FREQ	12	5	7	22	4	
	%	24%	10%	14%	44%	8%	

WHO HANDLES CONFLICT EFFECTIVELY		MALE			FEMALE	
	FREQ	43			7	
	%	86%			14%	
EMPLOYEES HANDLE WORKPLACE CONFLICT		I'll involve less	While addressing the conflict am more proactive	A formal process or technique is used	I'll accept advice-from Colleagues	I also take advice from-people outside work
	FREQ	4	7	27	11	1
	%	8%	14%	54%	22%	2%
CONFLICT IS		GOOD			BAD	
	FREQ	35			15	
	%	70%			30%	
POSITIVE OUTCOME FROM WORKPLACE CONFLICT		YES			NO	
	FREQ	41			9	
	%	82%			18%	
WORKPLACE CONFLICT HAS LED TO POSITIVE OUTCOME		Better Understanding of others	Improved work relationship	Better solution to a problem	Increased Motivation	Major innovation was born	Not answered
	FREQ	16	9	10	9	1	5
	%	32%	18%	20%	18%	2%	10%
NEGATIVE OUTCOME THAT YOU HAVE WITNESSED FROM WORKPLACE CONFLICTS		Personal insults	Sickness	Cross Department conflict	Bullying	People left organization	Workers changed there department
	FREQ	7	4	14	3	15	7
	%	14%	8%	28%	6%	30%	14%
CONFLICT PROVIDES AN OPPORTUNITY FOR CHANGE		SD	D	ADA	A	SA
	FREQ	1	5	8	35	1
	%	2	10	16	70	2
CONFLICT MANAGEMENT TECHNIQUE IN THE COMPANY	**FREQ**	9	10	2	18	11
	%	18	20	4	36	22

INTERPRETATION

90% of the respondents are Male and 10% of the respondents are Female. The graph shows 10% of respondents belong to age group of 20-30, 25% of them were belong to

31-40, 14% of them lies between 41-50 and remaining 1% belong to age group of 50 and above. The above table shows that 60% of the respondents lies in the income level of 20000-40000, 26% of them will be getting an income of 40000-60000, 10% of the respondents will be getting an income of above 60000 and 4% of the respondents will be getting an income below 20000. 10% of the respondents agree that Conflict arise when they are not meeting their Expectations,12% agree that it arises due to attachments,22% of them says that Conflict arise when there is lack of planning,48% them agrees that it arises due to poor communication, and 8% of the respondents says that conflict will arise from other factors also. 60% of the respondents tells that conflicts make them demotivated, 4% of the respondents tells that conflict makes them angry, 12% of the respondents says that Conflict Leeds to frustration, 8% of them states that when conflict arise they become nervous, 10% of the respondents tells that they become excited by the conflict, and remaining 6% of respondents tells that it conflict creates uneasiness. 8% of the respondent's state that they will observe the conflict more in between the entry level managers, 38% respondents tell Between line managers, 28% respondents agree it found Between level of management, 16% states that it found between senior leadership, and remaining 10% states that conflict found between middle managers. 62% respondents are facing Interpersonal Conflict, where 3% of them are facing intrapersonal conflict, 14% of them are facing group conflict and remaining 2% of them are facing organisational Conflict. 90% of them agrees that Organisation will identify the conflict at different levels where only 10% of them tells that it will not identify the conflict at different levels. 64% of the employees tells that that organisation will use discussion in order to resolve the conflict, 6% go with Negotiation, 14% of them tells that they will going to compromise, 10% of the respondents says that the organisation will avoid the conflict, and remaining 6% of them tells that it will use a strategy of relating the responsibilities. Majority 78% of the respondent tells that they had found their own way to resolve the conflict, and 8% of them tells that they had not found their own strategies to solve the conflict, 14% respondents tells that might be they have resolved their conflict by using their own strategies. 76% of employees agrees that the organization is going to provide conflict resolution training where 24% disagree that the organization is not going to provide any type of Conflict resolution training. 24% of the employees tells that it is everyone responsibility to resolve the conflict in workplace, 5% tells that it's a duty of managers, 7% agrees that senior leadership executives should resolve the conflict, 22% respondents tell that it's a duty of HR to resolve the conflict in workplace, 4% agrees that third parties should resolve the conflict in the workplace. 86% of the employees agree that male will resolve the conflict effectively where as 14% of them tells that female can handle the conflict effectively. 8% of the respondents tells that in order to handle the workplace conflict they involve less in the conflict means they will avoid the place of conflict, 14% of them tells that they understand the situation well before only, 54% of them follow a process or technique to resolve the workplace conflict, 22% of them seek advice from colleagues, and only 2% of them tells that they seek advice from outside people to resolve the workplace conflict. 70% of them say that conflict is good, where 30% of them

tell conflict is bad. 82% of employees experienced a positive outcome from workplace conflict and 18% of the employees say that they haven't experienced any positive outcome from the workplace conflict. 32% of the employees says that conflict Leeds to better understanding of others, 18% of them tells that it Leeds to improved working relationship, 20% of them tells that it Leeds to better solution to a problem, 18% of them agrees that conflict has increased the motivation, 2% of them agrees that major innovation was born from the conflict, 4% of them states that they haven't experience any positive outcome from the above but they have experienced a positivity in the conflict, remaining 6% of the employees tells that they did not experienced a positive outcome itself. 14% of the employees states that conflict led to personal insults, 8% of them tells that it led to sickness, and 28% tells that it led to cross department conflict, 6% of them tells that it led to bullying, 30% of them tells that because of conflict people left the organisation, 2% of them tells that people were fired due to conflict, 6% of the employees tells that employees were moved to other department, and remaining 6% of them tells that project has failed due to conflict. 2% of the employees strongly disagree with conflict provides an opportunity for change, 1% of them disagree with this, 16% of the employees comes under neither agree nor disagree, 70% agree with Conflicts provides an opportunity for change, 2% of them strongly agree that conflicts provide an opportunity for change. 22% of the employees are highly satisfied with the Conflict management technique in the organisation, 36% Of the employees are satisfied, 4% of the employees are neither satisfied nor dissatisfied, 20% of the employees are dissatisfied with the conflict management technique, and remaining 18% of the employees are highly dissatisfied.

HYPOTHESIS TESTING

		Are you satisfied with the conflict management technique in you	Who handles conflicts most effectively
Are you satisfied with the conflict management technique in you	Person Correlation	1	-0.013
	Sig. (2-tailed)	----	0.930
	N	50	50
Who handles conflicts most effectively	Person Correlation	-0.013	1
	Sig. (2-tailed)	0.930	----
	N	50	50

Interpretation: From the above analysis it can be analysed that, the obtained value (0.930) is greater than 0.5. Hence accept H1. H1: Gender of the employee and employee satisfaction are related.

MAJOR FINDINGS OF THE RESEARCH

Majority of the employees lies between the age group of 31-40 years. It is found that, Conflict arise due to poor communication in the organisation. 48% of employees have agreed to this cause of conflict. It states that Conflict makes employees demotivated where their quality in work will be low. 38% of the employees say that in the organisation they have found more conflict between line managers. It found that greater number of employees is facing interpersonal conflict. It occurs between two or more individuals. Organization is good at identifying the conflict at different levels; it is a positive sign where they try to settle the disagreement between them. More employees agree with a strategy of discussion that going to resolve the conflict in the organisation. It is good that they clear the conflict by discussion itself where they will not take the issue to an extreme level. By the research it is found that the employees have found their own strategies to resolve the conflict in the organisation, and it is a positive outcome where they will not drag the issues in front of third parties. Organisation is providing a training to resolve the conflict in the workplace and it helps to have a good working condition among employees. Employees have an opinion that HR should resolve the conflict in the workplace and they believe in a formal process to resolve the conflict or disagreement. In the organization male can handle the conflict effectively rather than female. Company will follow a process or a technique to resolve the work place conflict. It is a good sign that the conflict can be resolve without any bias by following a process to handle it. Majority of the employees are accepting the Conflict in a positive way where it will not ruin the working environment. Majority of the employees experienced a positive outcome from the conflict. Conflict led employees to better understanding of others and it's a positive sign. Few Conflicts also led the employees to leave the organisation where it creates a negative environment in workplace. Majority of the employees are agreeing that conflict provides an opportunity for change, it depends on the individual that how they are going to change weather in positive or negative. But Conflict creates an opportunity to change employees.

CONCLUSION

Conflict is a situation where it creates a disagreement among the employees. Identifying and resolving the conflict Leeds to better productivity in the organisation. Conflict occurs in different nature where it includes intrapersonal conflict, Interpersonal conflict, Group conflict and Organisational conflict. Identifying these conflicts in different levels helps management to resolve conflict and it brings good working condition.

When it comes to Organisation is good at identifying the conflict at different levels and they are also providing the conflict resolution training. Majority of the employees experienced a positive outcome from a conflict like better understanding of others, Motivated, etc. Where few of them have experienced a negative side like some of the employees left the organisation, and personal insults were happened. It depends upon

the individual employee that how they are going to carry the situation when disagreements arise, some will look up the positive way to change themselves.

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