A Study Conflict Management Stratagies Adopted by The Employees in Tancem, Ariyalur

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Abstract. *The title of the project is "conflict Management strategies adopted by the employees in TANCEM" the main objective of the study is to analyze the various conflict resolving strategies. the research is based on through primary data. the assessment has been with reference to solution oriented non- confrontation and control and also has focused on giving specific suggestion to improve the relation in industrial sector. it is hoped the finding of the present study could provide an empirical bases upon which conflict management strategies adopted by the employees has styled to meet their need of the industrial people*

1. INTRODUCTION

"When two people in business always agree, one of them is unnecessary "W. Wrigley Jr. In any business concern, the four factors of production are man, machine, material and money that are very important to achieve the goals of the organization. Among the four factors, man is the living being and the prior cause for the success of the organization than the other factors, so any organization consists of number of human resources who move towards achieving the organizational goals. Thus, group effort is needed for the smooth running of any business. But when there is more than one person involving in an activity, it is very clear that there may be chances for conflicts among them. Conflict is inevitable and necessary for the growth of any organization though it is harmful sometimes. When people with different backgrounds, temperaments, points of views, values, needs, personalities and attitude interact, it is likely that some type of conflict may arise. The conflict may also develop due to perceptual differences of an individual. It is a conscious awareness of occurrences, events or happenings in one's surroundings which may be considered as threatening and derogatory such as loss of authority, role conflict, unequal or unfair treatment, status incongruities and goal differences. Conflicts may also be encouraged by actions, constraints and demands of the organization and responsibilities to be performed by the worker.

2. CONFLICT MEANING

Conflict is a process in which an effort is purposefully made by one person or unit to block another that results in frustrating the attainment of the other's goals or the furthering of his interests.

3. DEFINITION OF CONFLICT

"A process that begins when one party perceives that another party has negatively affected, or is about to negatively affects something that the first party cares about" - K.W.Thomas "The struggle between incompatible or opposing needs, wishes, ideas, interests, or people. Conflict arises when individuals or groups encounter goals that both parties cannot obtain satisfactorily". Chung and Megginson "Conflict has been defined as the condition of objective incompatibility between values and goals." - Kilmann and Thomas "Good human relations can prevent conflicts, whether they are between Individual and organizational objectives, between line and staff personnel, between one's ability and authority etc…" - William R. Scott

4. REVIEW OF LITERATURE

This review of literature involves collection of some literature and works previously done in the same area and other related areas. By doing this the researcher can make a study to explore new dimensions in the same area and add to the body of knowledge. Several approaches to conflict management have been proposed. Thibant and Kelly (1956) is there study that have mention of three problems associated with pressure tactics. The cost of surveillance over the other party's behavior. When threats punishment and rewards and The unpleasantness of having to capitulate when the other party is unknown. Walton and Mckersie (1965) have used the term "integrative bargaining" which comes closes to what is referred to have as negotiation in integrative bargaining, new and better options are generated. Lawrence and Losch (1967) examined the effectiveness of various styles for handling conflicts and fond that each of these techniques was used in organization to handle conflicts. The distinction was that the high performing used more. Lewis and Pruitt (1971) found that when the bargainers placed heavy reliance on pressure tactics, it resulted in failure to reach and agreements. Thomas (1976) has suggested two main dimensions of approaching conflicts, cooperativeness using a grid model. Three two dimensions give strategies avoiding (low-low), accommodation (high-high) and compromise (medium-medium). Cohen et al (1977) have described a problem-solving workshop as an international resolution based on intervention at the inter-group level and designed to provide inputs into policy processes. Filley (1978) controlled power-oriented methods with problem solving methods of conflict management. Filley calls the functional method of conflicts resolution a "problem solving methods". According to him problem-solving methods evoke intellectual intensity rather than emotional intensity or power. Chaudhari,Masood,Atif(2015)," Organizational conflict and conflict management: a synthesis of literature". The type of conflict unwavering the degree of these components, thus resulting in the increase or decline in employee performance. The interplay of these dimensions influence the work team each other. At the same time conflict contexts (task, process or relationship) which are marked by high emotionality can be regarded as the formula for definite ruin .The types of conflict and the influenced productivity and allowed the UNNAYAN : International Bulletin of Management and management to handled conflict correctly and to made decisions about mitigating the occurrence of negative conflict in future, while maximizing on the constructive potential of conflict. Jauro, Adamu Muhammad and et.al(2017): A moderating model that aims at examining if servant leadership could moderate the relationship between workplace conflict management approach and employees performance using employees of some preferred private sector organizations in Kano State, Nigeria. Leadership is treated as a moderator of the relationship of workplace conflict management strategy and employees performance. It emphasizes the importance of moderating power of servant leadership on the relationship between conflict management and employee performance.

5. LIMITATION OF THE STUDY

The researcher has included only the limited employees for the study and so it cannot be generalized to all other cadres. The researcher has adopted only Conflict management strategies and was unable to concentrate on solution job stress related areas.

6. OBJECTIVES OF THE STUDY

1. To study the socio-demographic characteristics of the employees.
2. To analyze the various conflict resolving strategies.
3. To find out the association or relationship between the selected   Socio-demographic variables and conflict resolving strategies.
4. To suggest suitable measures to overcome conflict in industries.

7. NEED FOR THE STUDY

Every individual has his or her own viewpoints towards a similar issue. Hence, there is similar issue. Hence, there is enough and more scope for men who are interwoven in the organizational structure to enter into conflicts while working together. Thus, conflict is inevitable whenever two or more human beings work together. For healthy and

effective functioning of a human being in an organization one should be adept in handling conflicts. An in resolved conflict might trigger a long line of troublesome consequences for the person as well as to the organization. Hence it is imperative to study about the various techniques and strategies adopted by persons in conflict resolving strategies among the organizational supervisors. Therefore, a scientific enquiry in this area is meaningful and essential. The present study is one such attempt.

8. SCOPE OF THE STUDY

The present study attempts to find out the extent of conflict management strategies adopted by the employees in TANCEM, Ariyalur. The assessment has been made with reference to solution oriented, non-confrontational, control and also has focused on giving specific suggestions to improve the relations in industrial sector. It is hoped the findings of the present study could provide an empirical bases upon which conflict management strategies adopted by the employees has styled to meet their needs of the industrial people. It gives them the intricate details that they actually need to take their organization to greater   heights. It also helps them to know where do they actually stand what do they lack and they find it easier to improve upon themselves in a way they help their workman and their sub-ordinates in maintaining a problem free organization. This study helps the personnel department to identify the various tools and techniques and the type of training programme that are to be conducted for their employees.

9. RESEARCH METHODOLOGY

This chapter deals with the methodology adopted by the researcher for the study. The significance and scope of the study have been highlighted, the aim and objectives, hypotheses, research design, universe and sampling, pilot study, pre testing, tools of data collection, difficulties encountered by the researcher and limitations of the study have been explained. As the researcher aims to study and describe the various aspects of conflict management strategies adopted by the employees and also seeks to find out the association if any with selected sociodemographic variables with regard to conflict management. Hence the researcher has adopted descriptive cum diagnostic research design. The researcher got the name list from the all department and by using it as a base, the respondents were selected. The researcher used simple random sampling method (lottery method) to select 120 respondents from the universe, where in the researcher gave an equal chance for all the members to be included in the sample. The total sample size is 120. To arrange and interpret the collected data the following statistical tools were used. Percentage Method. Correlation**.** Chi-square.

The percentage method was extensively used for findings various details. It is used for making comparison between two or more series of data. It can be generally calculated.

$$\text{Percentage of Respondents} = \frac{\text{No. of respondents favorable}}{\text{Total no. of respondents}} \times 100$$

Co-Efficient Of Correlation Karl Pearson's Co Efficient Of Correlation: It is the most widely used method of measuring the degree of relationship between two $r = \frac{\sum (X_i - X)(Y_i - Y)}{n. \sigma x . \sigma y}$

10. CHI-SQUARE

Chi-square test is an important test amongst the several tests of significance developed by statisticians. Chi square is a statistical measure used in the context of sampling analysis for comparing a variance to a theoretical variance.

$$X = \sum (O - E)$$

Source of data collection: The source of data collection is primary. The researcher collected the information directly from the employees. The information regarding the number of employees employed in the various departments were obtained with the use of register which is a secondary source

Tools of data collection: The researcher used standardized scale which was developed by Stephen Robins in the year 1991. The questionnaire consists of 45 questions measuring three dimensions namely solution orientation, non-confrontational and control. The questionnaire consisted of 59 questions which also includes 14 items as personal data.

Data collection: The researcher collected the data during the month of May 2021 using the questionnaire method. It took almost three weeks for its completion. The respondents were contacted individually during their leisure hours and the data were collected. The aim of the study was briefly explained to them and they were assured about the confidentiality. Then the questionnaire was administered individually and was collected.
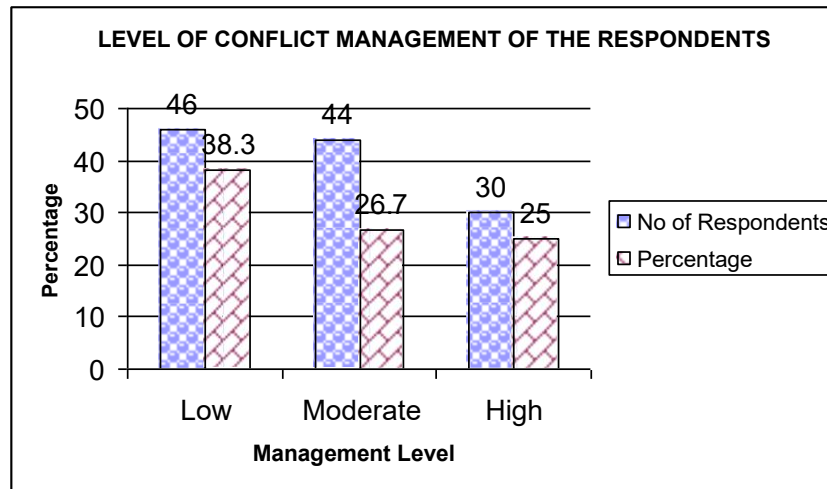
11. ANALYSIS AND INTERPRETATION

FIGURE 1. Level of management of respondents

TABLE 1. distribution of respondents by their perception of conflict management strategies

Sl. No	Various Dimensions of conflict Management Strategies	No. of Respondents (N = 120)	Percentage
1	**Solution Orientation**		
	Low	32	26.6
	Moderate	59	49.2
	High	29	24.2
2	**Non-Confrontational**		
	Low	30	25.0
	Moderate	62	51.7
	High	28	23.3
3	**Control**		
	Low	31	25.8
	Moderate	57	47.5
	High	32	26.7
4	**Conflict Management Strategies (Over all Total)**	46	38.3
	Low	44	26.7
	Moderate	30	25.0
	High		

Inference: It is evident from the above table that little less than half of the respondents (49.2%) have moderate level of solution-oriented perception where as 26.6 percent of the respondents have low level of solution-oriented attitude and 24.2 percent of the respondents perceive high level of solution oriented strategies. It is observed from above table that more than half of the respondents (51.7%) have moderate level of non-confrontational strategies. Whereas more or less equal number of the respondents perceive low (25%) high (23.3%) level of nonconfrontational strategies. It is also seen from the table that little less than half of the respondents (47.5%) have moderate level of control where as more or less equal member of the respondents perceive high (26.7%), low (25.8%) level of control-oriented strategies. It is noted from the table that less than half of the respondent (38.3%) perceive low level of conflict management strategies with regard overall score. It is also clear that 26.7 percent of the respondents perceive moderate level of conflict management strategies and 25 percent of the respondents perceive high level of conflict management strategies with regard to overall score.

TABLE 2. Karl Pearson's coefficient of correlation between the Age of the respondents, No. of Children, No. of Dependents, Work Experience, and their Conflict Management Strategies

Sl. No	Dimensions	Correlation Coefficients (N = 120)			
		Age	No. of Children	No. of Dependents	Work Experience
1.	Solution Orientation	-0.011	-0.025	-0.026	-0.056
2.	Non-Confrontational	0.082	-0.072	-0.185*	0.102
3	Control	0.092	0.107	-0.013	0.094
4	Conflict Management Strategies (Over all Total)	0.015	-0.017	-0.052	-0.024

*Significant at 0.05 level

Inference: It is noted from the table that there is no significant relationship between the age, No of children, work experience of the respondents and various dimensions of conflict management strategies and overall score. It is also no significant relationship between No. of dependents and solution oriented, control oriented and overall score of conflict management strategies. However, there is a significant relationship between No. of dependents and non-confrontational of conflict management strategies.

TABLE 3. Inter Correlation Matrix between the Major sub-Dimensions

Dimensions	Solution Orientation	Non-Confrontational	Control	Conflict Management Strategies (Over all Total)
Solution Orientation	1.000			
Non-Confrontational	0.210*	1.000		
Control	-0.002	0.390**	1.000	
Conflict Management Strategies (Over all Total)	0.971**	0.394**	0.204*	1.000

*significant at 0.05 level
** Significant at 0.01 level

Inference: The inter correlation matrix between the various dimensions of the conflict management strategies were drawn and significant correlation were found. A high level of positive correlation is seen between the various dimensions with their overall conflict management strategies. Where in as the solution oriented nonconfrontational and control increased and the overall conflict management strategies also increases.

TABLE 4. Association between Place of Birth of the respondents and their Conflict Management Strategies

Sl. No	Place of Birth	Conflict Management Strategies (N =120)			X_2
		Low	Moderate	High	
1.	**Solution Orientation** Village Town City	20 11 01	36 19 04	16 12 01	1.367 Df = 4 P >0.05 Not Significant
2.	**Non confrontation** Village Town City	19 10 01	38 22 02	15 10 03	2.683 Df = 4 P >0.05 Not Significant
3	**Control** Village Town City	18 12 01	36 18 03	18 12 02	0.862 Df = 4 P >0.05 Not Significant

4	**Conflict Management (Total)** Village Town City	31 14 01	23 18 03	18 10 02	20786 Df =4 P >0.05 Not Significant

Inference: The above table shows that there is no significant association between the place of birth of the respondents and solution oriented non-confrontational, control of conflict management strategies and overall score.

12. FINDINGS RELATED TO SOCIO-DEMOGRAPHIC VARIABLES

30% of the respondents are SSLC. More than half of the respondents (60%) are from village. Majority of the respondents (73.3%) are from nuclear family. Half of the respondents (50%) are at workers. Little less than half of the respondents (46.7%) are from technical department. 21 percent of the respondents are not member of any association. Less than half of the respondents (38.3%) perceive low level conflict management strategies.

13. SUGGESTION AND RECOMMENDATION

Training programmers can be organized based on interpersonal development. Opportunities for overall development must be provided in different areas, such as technology, team work, personality etc. Counseling programmed can be arranged to make the employees emotional independent. The organization can organize programmed like meditation, yoga and other recreation programmers to their employees at different levels to reduce their job stress.. The organization can organize training programmed to their employees about the recent trends in industrial sector. Don't be rigid in the ways of functioning attitudes and decisions. Employees must be motivated through monitory benefits as well as other welfare services. Grievance handling procedure must be properly adopted and rendered to the employees.

14. CONCLUSION

Conflict is a part of everyday life of an individual or of an organization. Conflict has considerable influence on employee behavior, performance and satisfaction. It also affects an organization's effectiveness. Conflict is understood as a struggle between incompatible or opposing needs, wishes, ideas, interests or people. Conflict differs from competition. In competition one party does not try to frustrate the attempts of another, but it happens in conflict. Energizing conflicting parties, promoting change and increasing organization effectiveness are some of the positive consequences of conflict. Conflict is unavoidable: it is evident that conflict is inevitable and is integral of the nature of change. It is also important to understand that minimum level of conflict is optimal and if viewed positively is a vital factor to have a competitive edge in organizational functioning. Conflict can be usefull for organisation if constant: The attitude about conflict has changed overtime. Earlier, conflict was considered to be unnecessary and harmful. Now conflict is held to be inevitable and desirable. Since conflicts are indispensable in an organization it becomes imperative that these conflicts are confronted than being avoided. The researcher has gained enriching knowledge on conflict management in industrial sectors. Which has made him to know the different style of handling conflict and strategies?

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