

A Study on Employee Conflict Management towards Amarjothi Spinning Mill with Reference to Tiruppur

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Abstract: Conflicts are a routine phenomenon in every organization. With the current workforce coming from diverse cultural and educational backgrounds along with demanding performance parameters necessitating cross functional teams, conflicts are an integral part of our work life and hence a critical area for ongoing research. A systematic review of literature methodology has been adopted in this article to identify the methodologies used and thrust areas on which substantial research in conflict management has been conducted in the past. In all 30 articles were reviewed and resulted in four major themes emerging namely -impact of conflict management on performance, achieving goals, styles of conflict management, effective management of conflicts. Methodological review brought to light the predominant qualitative research in this area along with other fragmented approaches. For contemporary understanding of conflict management, quantitative research and theory based approach are needed for expanding our knowledge and resolutions of conflict in our evolving workplaces.

Keyword: conflict management, workplaces, productivity.

INTRODUCTION

An organization is a conglomeration of individuals with different psychological, social and cultural backgrounds. Every individual has his own beliefs, attitudes, perceptions, likes and dislikes. As a result, difference of opinion is bound to arise over any issue. Decisions, however, will have to be made keeping in mind the interests of the organization. The task before the human resource manager, therefore, is to secure consensus among the employees in spite of individual differences. Conflict means disagreement between the people employed in an organization. It may also mean clash of interests. It is the result of differences in the opinion of employees of an organization over any issue. Such a difference of opinion arises mainly because of differences in perceptions. "Conflict is any situation in which two or more parties feel themselves in opposition. It is an interpersonal process that arises from disagreements over the goals or the methods to accomplish those goals".

REVIEW OF LITERATURE:

Romie F.Littrell (2011) Communication climate is of paramount importance in an organization as it contributes to the effectiveness and success of an organization. The communication climate of an organization may influence the atmosphere in the organization which either encourages or hinders horizontal, upward or downward communication among the employees. In organizations with defensive climates, employees have the tendency to abstain from communicating their needs, as they become very cautious in making statements, and may have low level of motivation.

Hailin Qu (2012) Conflicts over natural resources in urban areas have led to the reduction in the quality and capacity of the environment which transformed into an environmental conflict. The participation and involvement of women as environmental activists are very important in the environmental communication process and environmental conflict resolution. This study aims to identify factors that influence the activity of environmental communication by women activists in resolving environmental conflicts in urban areas caused by environmental problems, as the consequence of city change project that was not well planned. To analyze the relationship between these components, this research was carried out by regression analysis followed by path analysis.

K.Vengenecten (2013). In this chapter, we outline how improved employee involvement strengthens your safety management system. Increased positive relationships will enhance the organization's safety culture as employees become part of the solution and not part of the problem.

After reading this chapter, you will be able to discuss the reasons employees do not want to be involved in the safety management system, discuss why all employees should be involved in the safety management system, discuss the guidelines for employee involvement, identify the best method to get employee insights about the safety management system, and the importance ad-hoc safety committees and their purpose..

J.Robson (2016). The concepts of customer relationship management (CRM) and revenue management (RevM) have been embraced by managers in the hospitality industry although, in practice, companies may find it difficult to accommodate both fully. This paper examines the compatibility between the two practices and discusses the possible management conflicts that occur from both account managers' and revenue managers' viewpoints. Findings gathered from an international hotel company reveal several causes of potential management conflicts including: management goals, management timescales, perceived business assets, performance indicators and management foci between CRM and RevM due to divergence occurring in managers' priorities and in their approaches to achieving their individual set goals.

Lindos daou (2017).The service marketing literature promotes the importance of customers and co-workers In providing excellent service delivery. Using a sample of 335 cabin service attendants of a major flag-carrier airline, we examine structural effects of support received from customers and co-workers on service employees' attitudes and behaviours. In support of our hypotheses, we identify that the relationships between customer cooperation and external representation and the relationship between co-worker support and internal influence are fully mediated by job satisfaction and organizational commitment

CONFLICT MANAGEMENT

Definition: "Conflict is any situation in which two or more parties feel themselves in opposition. It is an interpersonal process that arises from disagreements over the goals or the methods to accomplish those goals". — John W.Newstrom and Keith Davis "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 or her interests". — Stephen Robbins.

CONSEQUENCES OF CONFLICTS

Conflict is a natural occurrence. It arises mainly due to differences in perceptions, values, beliefs, sentiments, likes and dislikes of the people at work. Conflicts are not always bad. Certain benefits also become available to the organization out of these. The various positive and negative aspects of conflicts are explained below:

Measures to stimulate conflicts

As an optimum level of conflicts is necessary for securing optimum performance, steps may be taken to stimulate conflicts in a workplace where conflicts are totally absent. The following measures may be adopted in this regard:

1. Additional responsibilities may be given to employees.
2. Job rotation may help.
3. Certain privileges may be withdrawn.
4. Target may be increased
5. Inter-dependence between individuals and departments may be increased.

HUMAN RESOURCE DEPARTMENT

The names 'human resource management' and 'personnel management' are being used interchangeably by many. When used in a broader sense, the term human resource management refers to the task of handling people who belong to the different strata of the society, i.e., students, employees, employers, the self-employed, sportsmen, housewives etc., Human Resource Management's (HRM) effectiveness has been considered as a determinant of organizational performance. Which is influenced by deliberate strategy in implementing and monitoring activities related to human resource management(1).among different HR practices; induction and orientation is the major ones that should be given for newly assigned employee to different position or works. Orientation is a process of integration of new employees into an organization. It helps new employees adapt to the work environment and their jobs. Orientation is a training opportunity to promote organizational effectiveness from the start of a person's employment. Employee orientation should set the tone for a long-lasting relationship between the employee and the organization. All too often, the practice is in such a hurry to put the new employee to work that key elements of the orientation are either ignored or delayed, creating a gap in the employee's knowledge of the practice and contributing to a limited assimilation into the new culture

SCOPE OF THE STUDY

The present research study has a very wide scope. It covers aspects which is useful several ways

- The scope of the study is conflict management and organizational in Spinning Mill Industry.
- This organization is chosen because of ease in accessibility and also being an
- Organization with diverse goals, conflicts situation will always be manifesting in the life of the organization.
- The scope of the study analysis performance of employees and their relationship to management.

OBJECTIVES OF THE STUDY

- To determine the extent of the relationship between conflict management strategies and employees opinion in Spinning Mill Industry.
- To determine the extent of the relationship between managerial and non-managerial employees perception of the effectiveness of conflict management strategies in Spinning Mill Industry.
- To determine ways of managing conflict in the organization to improve performance.
- To identify where is conflict arising in management level and how to solve the problem
- To identify management conflict is however performance of employees.

RESEARCH METHODOLOGY

To fulfill any task, it is necessary to follow a systematic method. Research methodology is the main aspect of research studies. The methodology follow by research is detailed here.

TYPES OF RESEARCH

The research was of Descriptive design; Aim to procure a clear, complete and accurate description of the situation.

DATA SOURCE

Data was taken mostly through primary data. However, employee and employees were referred too. A structured questionnaire was designed to collect data source. The schedule method was opted since the method would help to concise amount of information.

QUESTIONNAIRE DESIGN

A good care was taken by the researcher to design the schedule. All the objectives were taken into consideration while designing the handout. More of the closed and few ended questions were asked for the survey.

CH-SQUARE TEST

$$\text{Chi-square test } (x^2) = \sum \frac{(O_i - E_i)^2}{E_i}$$

Degrees of freedom =(R-1 (C-1)

Whereas,

O= observed frequency,

E= expected frequency,

R=number of rows,

C=number of columns

Null Hypothesis (Ho)

There is no significance relationship between work experience and promotion process.

Alernative Hypothesis (H1)

There is significance relationship between work experience and promotion process

SIMPLE PERCENTAGE METHOD

Percentage refers to a special kind of ratio making comparison between two or more data to describe relationship between the data. Percentage can also be used to compare the relative terms, the distribution of two or more series of data.

FORMULA

$$\text{Simple percentage} = \frac{\text{No. of respondents}}{\text{Total No. of respond}} \times 100$$

CORRELATION TEST

$$R = \frac{\sum XY}{\sqrt{(\sum X^2)(\sum Y^2)}}$$

WEIGHT AVERAGE METHOD:

The weighted average method can be calculated by the following formula

$$X_w = \frac{\sum wx}{\sum X}$$

Here,

X_w- represent the weighted average

X- represents the variable

W- represents the weight given to the variable

DATA ANALYSIS AND INTERPRETATION

TABLE - I AGE GROUP OF THE RESPONDENTS

AGE	NO OF RESPONDENTS	PERCENTAGE (%)
20-25	54	36
26-31	66	44
32-37	21	14
Above 37	09	6
TOTAL	150	100

INTERPRETATION

The tables above shows that 36% of the respondents are age group of 20 — 25, 44% of the respondents are age group of 26 — 31, 14% of the respondents are age group of 32 — 37, 6% of the respondents are age group above 37. Majority 44% of the respondents are age group of 26 — 31.

CHART-1

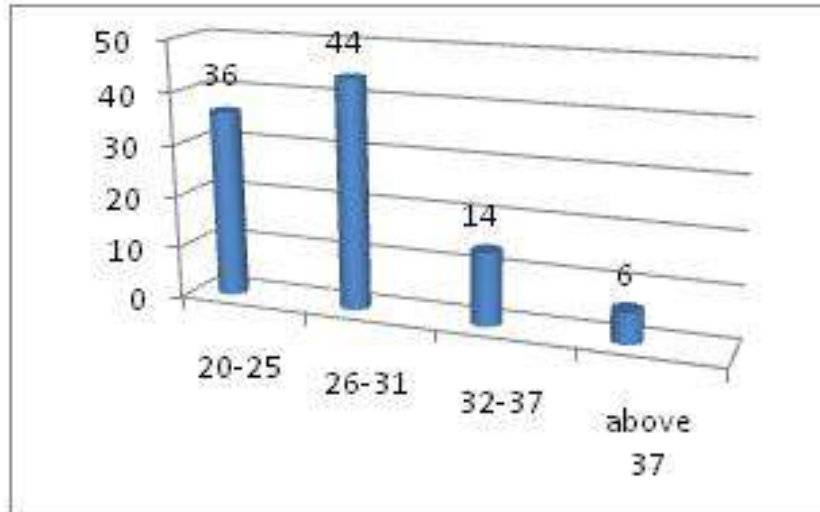


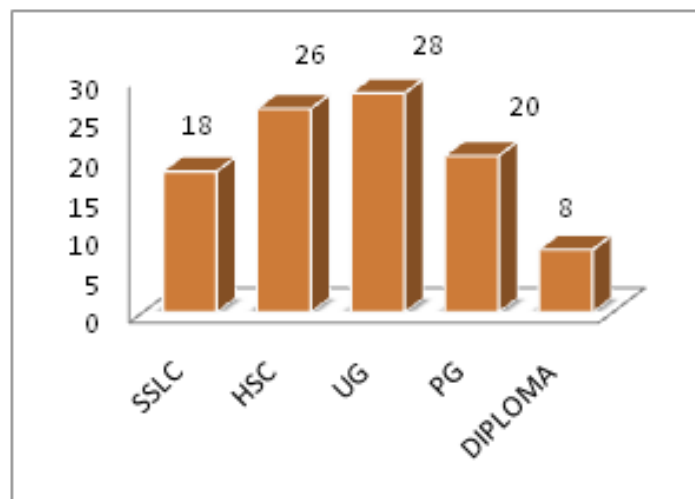
TABLE- 2: EDUCATION QUALIFICATION OF RESPONDENTS

EDUCATION LEVEL	NO.OF.RESPONDENTS	PERCENTAGES (%)
SSLC	27	18
HSC	39	26
UG	42	28
PG	30	20
DIPLOMA	12	8
TOTAL	150	100

INTERPRETATION

The tables above shows that 18% of the respondents are educational level S.S.L.C, 26% of the respondents are educational level H.S.C, 28% of the respondents are educational level UG, 20% of the respondents are educational level PG, 8% of the respondents are educational level Diploma. Majority 28% of the respondents are educational level UG.

CHART-2



FINDING

- Respondents are highly strongly agree with managing my time and skills.
- Respondent are somewhat agree with your manager should have set these goals collaboratively as a part of your performance
- Respondents are somewhat is neutral with whether it is your responsibility to achieve your individual goal.
- Respondents are highly strongly agree with your working conditions.
- Respondents are somewhat agree with you are satisfied with the stress of your current job.
- Respondents are somewhat is neutral with my skill utilized.

SUGGESTIONS

- The organization should ensure that research institutes especially spinning mills are
- Funded adequately and also that, management should ensure effective communication channel in order for resources to be put in their best use.
- The organizations management and other organization should employ the use of integration method of managing conflicts because of its enormous advantages over other methods.
- Since organizational performance is a function of conflict management, its mechanism in organization should be straighten more in order to further the improvement in the organizations performance.

CONCLUSION

Every organization, be it public or private, is established to achieve certain define objectives. Thus, the success or otherwise of an organization to an extent is usually determine by the effective management of conflicts in the organization. Conflicts in organization such as Building Industry is caused by several factors ranging from scarcity of resources, communication breakdown, differences in knowledge, heterogeneity of the workforce, competition for position, etc. which can affect performance. Management of conflicts in this guise form an integral part of any organization that wants to succeed because if not well taking care of, organization may be heading towards doom in terms of its performance. For conflicts to be managed effectively in organization, an appropriate conflict management style has to be adopted in order to curb the menace. There is a significant relationship between conflict management strategies and employee's performance in Spinning Mills

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