A Study on the Effectiveness of Conflict Management in Human Resource Management

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ABSTRACT

Conflict management is a process that involves stages of analysis of the conflict, determining its density, defining appropriate intervention methods through an assessment of this intensity with regard to its effects and monitoring its outcome. Conflict is widespread to all social life. It is an unavoidable part of living because it is connected to situations of limited resources, partition of functions, power relations and role-differentiation. It is a social incident that is found in personal, group or organizational relations. All organizations, possess a range of mechanisms or systems for managing conflict. These are built into the organizational structure and are consciously engaged by administrators to influence the course and development of a dispute. The success or effectiveness of such system can be measured by the extent to which they control conflict behaviour and the extent to which they facilitate to achieve a satisfactory solution. This study looks into the effectiveness of Conflict management system in IT and Pharmaceutical companies.

Key Word: Conflict, organization conflict, Conflict resolution

Introduction

Organizations are existing systems consisting of interacting units performing a task in a mutually dependent manner within an arrangement of scarce resources. In Organizations people intermingle during the course of completing their tasks and responsibilities, there is always a possibility for conflict. Conflict is a social incident that is found in personal, group or organizational relations. It is an unavoidable in an organisation especially when it is connected to situations of limited resources, partition of functions, power relations and role-differentiation. There are four major approaches on the subject of conflicts emerging in organizations, these may be listed as (a) Structural causes such as size of organization; larger the size of organization more will be the chances of conflict, Differences between higher level and lower levels, Involvement of subordinates in decision making process, Responsibility of individual is not clearly defined, Scantily desired workflow, Weakly handled co-ordination, Shortage of resources like capital, facilities, staff assistance etc, Specialization, Interdependence, Common wherewithal, Goal differences, Authority relationship and Status difference (b) Personal factors such as Changeable skills and abilities, Behavior differences, Reward system, Ethics, Emotions, Cultural variation (c) Behavioral causes such as divergence in values and perception, Personal bias regarding religion, sex etc, Distinction between have and have not, Difference in organizational objectives and personal needs (d) Communication causes such as too much or too small communication, Information passed through many levels, Semantic tribulations due to difference in background training, selection etc, Problem of noise

Conflict is a phenomenon that could emerge in every part of organizational life, and it may bring heavy loads and costs both for organization and individuals if it is not managed well. A positive advance to organisational conflict is that it is absolutely necessary. Accordingly, opposition to ideas should be clearly encouraged and both the stimulation and resolution of conflict should be encouraged. All organizations, possess a range of mechanisms or systems for managing conflict. These organizational structure and are

consciously engaged by administrators to influence the course and development of a dispute is known as organisational conflict management.

Review of Literature

Vijay K Verma (1998),Conflict is necessary to increase performance. The main conflict management approach are, withdrawing, accommodating , compromising, forcing, collaborating and problem solving. Planning for conflict management involves expecting conflict and scheduling ahead to handle conflict. Conflict can be healthy if it is handled successfully. Conflict management needs an arrangement of analytical and human skills. An excellent conflict manager's effort at the source of conflict to resolve it permanently, they must address the cause of the conflict and not just the symptoms of it.

Amjad Ali Chaudhary(2011), "Employees conflict management strategies and demography". This study critically explored that the difference in the selection of employee's conflict management strategies at their workplace across different age group and departments. Main strategies used for conflict management in Pakistan Telecommunication are compromising, collaborating, avoiding, competing, accommodating and there are significant difference in conflict management strategies adopted by the employees.

Fatemeh Shoa Shargh (2013); In current management conditions the incidence of conflict is a foreseeable organizational fact and it is the mangers who should undertake to manage organizations towards sustainability and progress.Conflict appears in organizations at different forms including Interpersonal, intra personal, intergroup, Intra group and inter organizational conflict and negotiation is one of the techniques that the managers can use to dealing with conflict. Negotiations are implemented effectively and if ethical issues are observed in them, they can be more effective and more successful than the other method of conflict resolution.

Olu Ojo and Dupe Adesubomi Abolade (2014), "Impact of conflict management on employees' performance in a Public Sector Organization in Nigeria" Effective conflict management enhance employee's performance in an organisation and that organization's conflict management system influences employee performance in the organisation. It was recommended that organization should embark on training and retraining of its employees in area of conflict management so as to create a conductive working environment for the employees and that there should be efficient and effective communication between and among all categories of the employees the organization. This will reduce conflicting situations in the organisation.

Vijaya kumar Mallappa and et.al (2015)"Conflict Management in Management Library Professionals". This article attempted to know how library authorities are discovered the conflict among the library staff, and resolved same conflict, steps taken to overcome the conflict situations and others. Respondents were selected from 30 libraries' from management colleges. Administrative authorities have strategies to detect the conflict among library staff in the initial stage itself, otherwise it will leads to destruction.

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

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.

Confronting or managing conflicts implies a direct confrontation, with disagreement addressed directly. Organisational conflict management requires a give-and take thoughts between the parties, meaning that both are to some extent assertive and to some extent cooperative. It involves pinpointing the issue and resolving it objectively by defining the dilemma, collecting necessary information, generating and analyzing alternatives, and selecting the best alternative under the conditions. Disagreement requires open dialogue between participants, who must be mature, understanding, and technically and managerially competent. In most cases, conflict resolution may take longer than other techniques, but they provide final solutions by ultimately resolving the underlying problems.

The success or effectiveness of such system can be measured by the extent to which they control conflict behaviour and the extent to which they facilitate to achieve a satisfactory solution for conflict and proper human resource management. It is against this background the present study is conducted with following specific objectives

Objectives of the study

The study is conducted with following specific objectives

1.   To measure the level of effectiveness of conflict management on different aspects of HRM

2.   To measure the level of effectiveness of conflict management among IT and Pharmaceutical companies

3.   To measure the level of effectiveness of conflict management among various organisational level.

Methodology

This paper A Study on the Effectiveness of Conflict Management in Human Resource Management is prepared on basis of study conducted by researcher in leading IT and Pharmaceutical companies. As part of the study data were collected from 150 employees (75 each from IT and Pharmaceutical companies) using a structured questionnaire. Purposive Sampling was adapted to identifying the sample respondents. Independent't' test and ANOVA were used for analysis of the data.

Sample Profile

The study is conducted in IT and pharmacy companies. Data were collected from 150 sample respondents (75 from IT company and 75 from pharmaceutical company) sample respondents consists of employees from Lower level(35), Middle Level(89) Upper Level (26) from these companies. The gender profile of the sample respondent's reveals that out of 150 samples taken 91 were male and 59 was female. (Table 1)

Table 1 : Sample profile

Type of company	Number	Percent
IT	75	50.0
Pharmacy	75	50.0
Total	150	100.0
Status of employees	**Number**	**Percent**
Lower	35	23.3
Middle	89	59.3
Upper	26	17.3
Total	150	100.0
Gender	**Number**	**Percent**
Male	91	60.7
Female	59	39.3
Total	150	100.0

Source: Field survey

Survey Result and Discussion

Effectiveness of conflict management

Effectiveness of conflict management on HRM was examined in four different dimension viz effectiveness on interpersonal relationship, effectiveness on motivation and commitment, effectiveness on team effectiveness, effectiveness on Corporate administration. Table 2 shows the opinion of employees on the above aspects

Table 2 : Effectiveness of conflict management in IT and Pharmaceutical Company

Factors	Department	Number	Mean	SD	t	p
Interpersonal relationship	IT	75	20.30	2.86	1.952	.053
	Pharmacy	75	19.45	2.47		
Motivation and commitment	IT	75	19.96	3.13	.866	.388
	Pharmacy	75	19.54	2.69		
Team effectiveness	IT	75	20.14	3.10	.949	.344
	Pharmacy	75	19.69	2.73		
Corporate administration	IT	75	17.32	2.58	.920	.359
	Pharmacy	75	16.96	2.18		
Overall effectiveness	IT	75	77.73	10.03	1.390	.167
	Pharmacy	75	75.65	8.19		

Source: Field survey

The results of data analysis relating to the effectiveness of conflict management system in the IT and Pharmaceutical Company, based on the mean value of response of employees show that the effectiveness of conflict management on inter personal relationship both in IT and Pharmaceutical Company was at moderate level. Further result of independent't' test conducted to measure the similarity of opinion of employee's shows that there is no significant difference in the opinion of employees of IT and Pharmaceutical Company about effectiveness of conflict management on interpersonal relationship.

The mean score of employee's opinion about the effectiveness of conflict management on motivation and commitment reveals that, the conflict management system of both IT and Pharmaceutical Company was able to create a moderate level of impact on motivation and commitment aspect. The result of independent 't' test conducted shows that there is no significant difference in the opinion of employees of IT and Pharmaceutical Company about effectiveness of conflict management on motivation and commitment.

With regard to efficiency of conflict management on team effectiveness, the mean score of employee's opinion shows that conflict management was able to create a moderate impact on team effectiveness both in IT and Pharmaceutical Company. The result of independent 't' test affirms that there is no significant difference in the opinion of employees of IT and Pharmaceutical Company about effectiveness of conflict management on team effectiveness.

The mean score of employee's opinion on the usefulness of conflict management on corporate administration depict that the efficiency was moderate in nature. The result of independent 't' test affirms that there is no significant difference in the opinion of employees of IT and Pharmaceutical Company about effectiveness of conflict management on corporate administration

The overall usefulness of conflict management system in both companies calculated on the basis of mean value of opinion of employees reveals that the effectiveness of conflict management was moderate. Further the result of the independent t test shows that there is no significant difference in the opinion of employees of IT and Pharmaceutical Company.

Table 3 shows the opinion employees of different organizational level on the Effectiveness of conflict management

Table 3 : Effectiveness of conflict management among different organizational levels

Factors	Status of employees	Number	Mean	SD	f	p
Interpersonal relationship	Lower level	35	20.71	2.29	3.290	.040
	Middle level	89	19.82	2.87		
	Upper level	26	18.96	2.30		
Motivation and commitment	Lower level	35	20.85	2.98	3.805	.024
	Middle level	89	19.55	2.90		
	Upper level	26	18.96	2.56		
Team effectiveness	Lower level	35	21.08	2.75	3.935	.022
	Middle level	89	19.48	2.78		
	Upper level	26	19.84	3.27		
Corporate administration	Lower level	35	17.91	1.83	2.443	.090
	Middle level	89	16.88	2.54		
	Upper level	26	16.96	2.37		
Overall effectiveness	Lower level	35	80.57	8.96	4.376	.014
	Middle level	89	75.74	9.04		
	Upper level	26	74.73	8.79		

Source: Field survey

The results of data analysis relating to the effectiveness of conflict management system in different organizational levels of IT and Pharmaceutical Company, based on the mean value of opinion of employees belongs to lower, middle and upper levels organization show that the effectiveness of conflict management on inter personal relationship was moderate at all level of organization. The result of the ANOVA shows that there is no significant difference in the opinion of employees of different organizational levels.

The mean value of opinion of employees belongs to different organizational levels about the effectiveness of conflict management on motivation and commitment reveals that the efficiency of the system was moderate one at all level of organization. The result of the ANOVA shows that there is no significant difference in the opinion of employees of different organizational levels.

In the case of team effectiveness the mean value of opinion of employees belongs to different organizational levels about the effectiveness of conflict management reveals that the usefulness of the system was moderate in nature at all level of organization. The result of the ANOVA shows that there is no significant difference in the opinion of employees of different organizational levels.

The mean value of opinion of employees belongs to different organizational levels about the effectiveness of conflict management on corporate administration reveals that the efficiency of the system was moderate one at all level of organization. The result of the ANOVA shows that there is no significant difference in the opinion of employees of different organizational levels.

The overall efficiency of conflict management system calculated on the basis of opinion of employees reveals that the overall efficiency of the system was at moderate in all level of organization. The result of the ANOVA test further affirms there is no significant difference in the opinion of employees of different organizational levels with regard to the overall efficiency of conflict management system.

Conclusion

Conflict can be hale and hearty if it is managed effectively. Conflict management requires a combination of investigative and human skills. Conflict can be resolved or kept under control by using a practical approach that anticipates conflict and its impact. The analysis of results mentioned above shows that the conflict management system in the IT and Pharmacy companies were succeeded to create only moderate impact. Conflict is an omnipresent feature at each of these organizational levels. Since conflict may have functional as well as dysfunctional consequences, it is essential that administrators explore various methods and techniques of conflict management.

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