Conflict Management in the Present Scenario

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ABSTRACT

Conflict is a very common word in our daily life. There is no place where there are no conflicts. We not only have conflicts with other people we even have conflicts with ourselves. So a quite common phenomenon which if not dealt properly will result in the downfall of oneself, group, organization or a whole nation. The organizational productivity will be affected as conflicts result in reduction of individual productivity. The employees are facing problem in dealing with the day to day conflicts. Thus the conflict management is a much discussed topic in the present scenario. The organizations should develop the strategies like appointing arbitragers, establishing communication channels etc.

Key Words: Conflict Management, Conflict Management Styles.

Employees are your most valuable assets. They are the heart and guts of a company.

Carlos Ghosn.

In the present competitive environment the success of an organization depends on innovative products and practices of the company. Thus the innovative procedures come from the employees of the company. Thus as the above quote specifies employees are the most valuable assets of the company. They design, work, develop and build the organization. The organizational success depends on the effectiveness of the employees. Thus the employees should contribute effectively for the development of the organization.

The organization is a group of employees who come together to achieve a common goal. But the people come from different backgrounds. As the companies are now working for many nations the employees are also moving from one place to other place. Thus the employees are coming from different regions, religions, color, caste, creed, economic status, educational qualifications and most importantly different customs, traditions and language. Thus with a diversified environment the organizations are developing a common culture and climate for the company.

In this regard the organizational behavior is very important for the employees. They should work with proper cooperation, responsibility and accountability. But in the present dynamic environment where world is a global village it is very difficult for the employees to work effectively. This century is identified as century of stress. So in stress the employees should satisfy the employer, client, superior and subordinates apart from the family members and thereby resulting in conflicts everywhere.

Today we are living in the era where the conflicts are identified as positive force for developing company. But if the conflicts are not dealt properly it will definitely result in a negative manner for the organization as a whole. Thus conflict management is a must required skill for every employee in the organization.

Literature review

Conflict is a form of disagreement raised when the opinion of one is resisted by the others. In an organization the conflict may be on the following:

- Rules
- Policies
- Methods
- Procedures
- Practices.

So conflict is a very common phenomenon in an organization. But how you deal with it matters. The conflicts are of different types:

- **Intrapersonal:** It is the conflict that arises within one self. It may be a role or goal conflict.

   - **Role conflict:** When a person is not suitable to a particular role but is forced to do it because of various issues then that conflict is called role conflict.

   - **Goal conflict:** If a person is not able to achieve his goal and will compromise with his goal then it is called goal conflict.

When a person is facing intrapersonal conflict then his stage will be as follows:
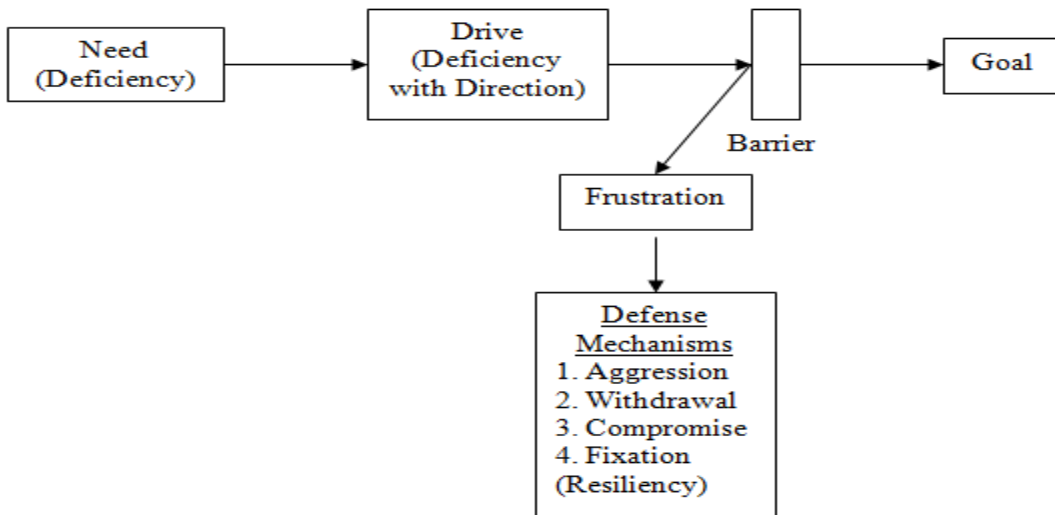
Most of the youngsters are following aggression and withdrawal mechanisms to deal with frustration. The crime rate is going on increasing in India and the youth a specific portion of it. Even in the suicides case also the youth are committing suicides a lot and that too educated people are killing themselves.
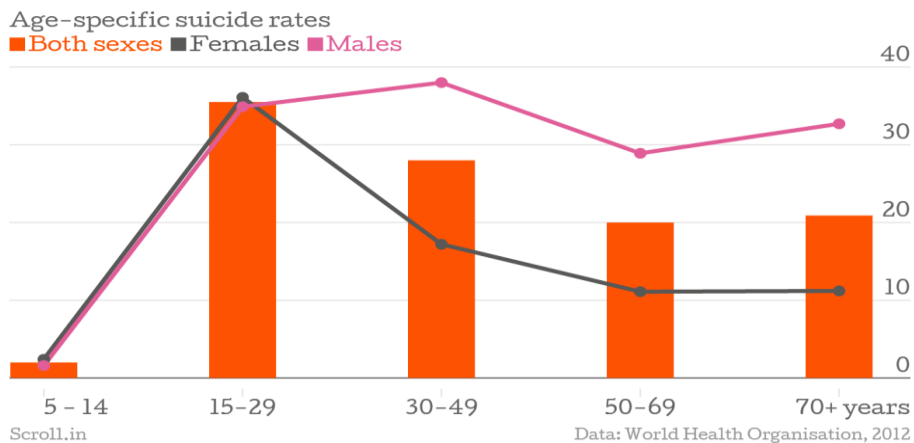
- **Interpersonal:** When the conflict is between the persons then it is called interpersonal. This is most common in organizations.

- **Intra-group:** The interpersonal conflict between the people will lead to intra-group conflicts

- **Intergroup:** The organization is divided into teams. Thus the disagreements between the teams is quite common as they require the sharing of resources and as they are interdependent.

- ◉ **Intra-organizational:** When the conflict is between the groups of an organization then it leads to intra-organizational conflict.

- ◉ **Inter-organizational:** The conflict between organizations is called inter-organizational conflicts.

Reasons for conflict

- ◉ Differing Values and Opposing Interests: The employees are coming from different backgrounds with differing values and opposing interests.

- ◉ Personality Conflicts: Personality conflicts are due to differing personalities

- ◉ Poor Communication: Communication gap will create misunderstandings between employees resulting in conflicts.

- ◉ Personal Problems: Family problems play a major role in conflicts. All the disturbances will be carried forward to the organizations by most of the employees.

Conflict Management Styles

- ↓ **Accommodating style**
- ↓ **Collaborating style**
- ↓ **Avoiding style**
- ↓ **Competitive style**
- ↓ **Compromising style**

Thus the conflicts are mainly due to the attitude of employees. India is expecting a prospective future as 50% of Indians are in the age of working group. But are these people having an attitude to contribute for the growth of themselves and the organizations thereby resulting in the growth of the country is a question of worry. In order to explore the conflict management techniques in upcoming generation we conducted a survey on management graduates and the results are as follows.

Objective

1. To examine whether the respondents are having enough capabilities to handle the conflicts.

Hypothesis

NH(H0): The respondents are not having enough capabilities to handle the conflicts at the organization.

AH(HA): The respondents are having enough capabilities to handle the conflicts at the organization.

BASIC STATISTICS

Sample	N	Mean	SD	SE
1	43	52.30	8.54	1.3

HYPOTHESIS TEST FOR THE POPULATION MEAN (MU)

H0: MU1 <= 60

HA: MU1 IS GREATER THAN 60
   (ALPHA = 0.05)

T = -5.91 --> P(>T) = 1.000
DO NOT REJECT H0 (CANNOT SUPPORT HA)

Conclusion

As the p-value is 1.000 >0.05, the study fails to reject Null Hypothesis, in the sense that it accepts NH. This indicates that the respondents are not having enough capabilities to handle the conflicts in the organization.

It is proved that conflict management techniques are lagging in the upcoming generations which mean that the future employees are not good at handling conflicts. So it should be a prime concern for the employers to develop practices to help employees manage conflicts. The basic factors which affecting the people are as follows:

1. Everybody wants to prove that they are right. They are collecting as much information as possible and keeping the communication lines open for discussions.
2. The organizations give more value to the employees who contribute a lot and the employees are always in race to contribute more. In this regard when someone objects their activity, the conflict arises.
3. The employees are giving more priority to their values and interests. But when it comes to the organization organizational interests should stand first.
4. Communication gap is the biggest problem between employees.

The management is supposed to develop few strategies which help in dealing with conflicts positively. Some of them are as follows:

- Management should maintain equality among all employees.
- Arbitrager should be appointed in every organization
- Online forums should be facilitated for discussion when a conflict arises.
- Open communication channels should be available all the time.
- Effective organizational structure clearly defines the power distribution.
- Awareness about rules and regulations should be made properly.
- Job description should be clear

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