

ORGANIZATIONAL CONFLICT MANAGEMENT & RESOLUTION: GENDER BASED EMPIRICAL EVIDENCE

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DOI: <https://www.doi.org/10.58257/IJPREMS36326>

ABSTRACT

Organizations are responsible for creating a work environment that enables people to thrive. If turf war, disagreement, and differences of opinion escalate into conflict you must intervene immediately. Conflict in the organization can be constructive or destructive for an organization. Most of the time it is destructive affecting morale, productivity and even turnover. As a manager you need to find and focus on how to make it beneficial and how to minimize the negative aspects. As the CEO, you have to create an organizational culture that encourage and even rewards good conflict management, your goal has to be to increase the benefits achieved from managing and encouraging beneficial conflict, like task and process conflict, while managing, resolving and reducing the negative effects of relationship conflict. This study is based on primary data and studied the organizational conflict management & resolution strength in relation to the males versus females. Furthermore an attempt is made to study the various conflict management strategies.

Keywords: Organizational conflict, Conflict resolution, Males & females, Conflict management strategies, Cognitive conflict

1. INTRODUCTION

The concept of conflict may be understood as collision or disagreement. The conflict may be with an individual when there is an incompatibility between his or her own goal and event; may be between two individual or between two groups of organization. Conflict arises when individual or group encounter goal that both parties cannot obtain satisfactorily. The term conflict, evasion fights, riots or wars have become pervasive and, in fact, virtually every day of every year one can find dozens of armed combat situation somewhere in the world. These are more violent expression of conflict but a manager encounters more stubble and non-violent type of opposition such as arguments, criticism and disagreement. Conflict can be positive and negative-constructive or destructive. It may be cognitive or affective. Cognitive conflict refers to differences in perspectives or judgments about issues. Affective conflict is emotional and directed at other people. Affective conflict is likely to be destructive because it can lead to conflict management, bitterness, goal displacement and poor decisions. Cognitive conflict, on the other hand can air legitimate difference of opinion and develop better idea and solution to problem, when conflict occurs within the company team and between the team and outsider it can reduce morale, lower productivity increase absenteeism and cause smaller large scale to serious and violent behavior.

There are three types of conflict in the organization-task, process and relationship. Task conflict relates to the content and goal of the work. According to Graves, task conflict arises among members of team and affects the goals and tasks they are striving to achieve. It can be based on differences in vision, intention or qualities expectation. It is essential to focus and channel any task conflict so that these differences become collaborative and lead to improvements in the way and go about accomplishing current and future task. Converting conflict to friendly competition might be one way or taking the best from both sides. Then there is process conflict, which is related to how the work gets done. This form of conflict centers around, the process, procedures, steps or methods used to reach goal. One person might like to plan many steps ahead while others might like to dive in headfirst. These differences in approaches or processes can lead to communication breakdowns and ultimately conflict. But task, process conflict can be useful if managed correctly. Healthy differences in approaches to process will often lead to improved way of doing job. This study analyzes the organizational conflict management and resolution strength in relation to the male versus female through empirical evidence.

2. PAST STUDIES & EXAMINATIONS

Mayer & Claude (May 2018) examined conflict between south African manager this study has been undertaken in the department of management at Rhodes university in Grahamstown. the study aimed at collection, analysis and interpretation of conflict in the managerial context in automotive industry. in depth interview were undertaken with 45 managers, the main finding of this study is the managers with diverse background experience work related conflict, which are related to value and identity concept in selected organization.

Sorenson (2019) conducted the study at center for entrepreneurial and family business at Texas, Tech University. This study indicate that collaboration, accommodation, compromise strategies produce relatively better outcomes for organization. High levels of collaboration contribute to positive outcome for organization & High level of compromise & accommodation contribute to positive inter-personal relationship.

Poitras and Tareau (2018) conducted their study related to dispute resolution pattern and organizational dispute states. This study tell us that dispute resolution pattern have a non-negligible on organizational conflict state. To increase Harmony interest based dispute resolution pattern should be followed.

Avoko and Pekerti (2018) conducted their study on Relationship between conflict type task, relationship, process, conflict features, and communication process. This study find that conflict features intensity & duration, fully mediated the link between conflict types and trust while communication openness moderated the relationship b/w conflict features & trust.

Kim Do Kyun, and Lee Eun Hee (2017) study found that because of economic & political system there is lack of communication b/w each other. To overcome the problem they use the communicative conflict resolution process. Which include constructing more agenda to create more interpersonal & organizational interaction, exchange popular culture by media? These strategies enhancing the relationship b/w both the parties.

Townsen, Ashly (2014) conducted a study on "An Examination of How price affect conflict management." In this he examined that price fluctuation in conflict funding resources directly correspond to conflict intensity and the success of conflict management. A systematic examination is under taken between price intensity and conflict management. Market prices for several resources and obtained."

Turk (2020) He done his study upon 1400 worker conducted at the university of North Carolina measured the fallout of workplace conflict. 53 per cent of those survey said "they lost time at work" 37 per cent said "there commitment to the employer decrease due to conflict. 12 per cent said "conflict cause them to leave the job"

Gatlin (2017) In his study he found that one in three worker were in workplace conflict each week. This study also finds that this conflict is bad for their health.

David (2014) in his research at the university of Washington business school. He found that one disagreeable worker can lead to decrease group perform.

All the above studies are normal secondary data based studies, hence their existed a strong gap related to the empirical data based research related to the conflict management & resolution.

3. OBJECTIVE OF THE STUDY

- To find out whether the males are more prone to conflict management as compared to females or not.
- To demonstrate the commonly used conflict management strategies.

4. METHODS & METHODOLOGY

The study is based on primary data. The data is collected through survey. A structured 2 point scale questionnaire was used to measure the conflict management. The 2 types of responses used in the questionnaire in order are True & False. The questionnaire was administered on 100 randomly selected individuals including students, servicemen, and businessmen etc. of Meerut district to make the sample representative. X^2 test is applied to the data to find out the degree of association.

5. DATA ANALYSIS & INTERPRETATION

5.1 Hypothesis Testing:

H0: There is no difference in conflict management skills between males and females.

H1: There is a difference in conflict management skills between males and females.

Observed Table

Levels

| Sex | Better conflict management skills | Normal conflict management skills | Conflict management Problem | Total |
|--------|-----------------------------------|-----------------------------------|-----------------------------|-------|
| | I | II | III | |
| Male | 10 | 15 | 25 | 50 |
| Female | 25 | 10 | 15 | 50 |
| Total | 35 | 25 | 40 | 100 |

Expected freq. Table

| Sex | Better conflict management skills | Normal conflict management skills | Conflict management Problem | Total |
|--------|-----------------------------------|-----------------------------------|-----------------------------|-------|
| | I | II | III | Total |
| Male | 17.5 | 12.5 | 20 | 50 |
| Female | 17.5 | 12.5 | 20 | 50 |
| Total | 35 | 25 | 40 | 100 |

$$\chi^2_{cal} = \sum_i \sum_j \left(\frac{O_{ij} - E_{ij}}{E_{ij}} \right)^2$$

$$= \frac{(10-17.5)^2}{17.5} + \frac{(25-17.5)^2}{17.5} + \frac{(15-12.5)^2}{12.5}$$

$$+ \frac{(10-12.5)^2}{12.5} + \frac{(25-20)^2}{20} + \frac{(15-20)^2}{20}$$

$$= \frac{56.25}{17.5} + \frac{56.25}{17.5} + \frac{6.25}{12.5} + \frac{6.25}{12.5} + \frac{25}{20} + \frac{25}{20}$$

$$= 3.21 + 3.21 + 0.5 + 0.5 + 1.25 + 1.25$$

$$\chi^2_{cal} = 9.92; \chi^2_{tab} (.05) = 5.99$$

Where degree of freedom = 2

Level of significance (α) = 5%

So we reject the null hypothesis (H_0) at 5% level of significance.

5.2 Commonly used conflict management strategies:

Whenever we face a problem related with organizational conflict the solution are there in the form of conflict management strategies.

The strategies commonly adopted by the organization are as follows:

- **Collaboration:** In collaborating, the intention of the parties is to solve the problem by clarifying differences rather than by accommodating various points of view. It's a kind of win-win solution that allows both parties to achieve their goals. The use of collaborations is inappropriate when time is of the essence, issues are unimportant, and goals of other party are wrong or illegal.
- **Compromising:** It is a well-accepted strategy for resolving conflict. In it there is no clear winner or loser. It is a kind of situation in which each party is willing to give up something. Its use is appropriate when cooperation is important but time /resources are limited or finding an outcome, even less than best is better than being without any solution. It is not suitable when creative solution is essential..
- **Competition:** It is a kind of win-lose approach in which a person seeks to satisfy his or her own interest, regardless of the impact on the other parties to the conflict.
- **Accommodation:** It's a kind of lose win situation in it one parties seeks to appease an opponent, that party may be willing to place opponents interest above his or her own. in short one party willing to be self sacrificing.
- **Avoidance:** In this the conflicting parties may either withdraw or conceal the incompatibility

6. CONCLUSION

Conflict can serve as a constructive mechanism for change .It allows an opportunity to work with someone who you ordinarily would not, understand that conflict will happen but don't let it damage your organization try to resolve them as quickly as possible.

In the light of the observation we conclude that gender and conflict management & resolution level are associated or dependent on each other. And further from the data it is obvious that females are more prone to conflict management & resolution as compared to females as out of 100 respondents.

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