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## **SIGNIFICANCE OF EMPLOYEE SUGGESTIONS SYSTEMS TO HANDLE CONFLICTS AT WORK PLACE**

**Dr. .B.Swathi , M.B.A, P.hD**

Associate Professor, Department of M.B.A, St.Martin's Engineering College, Secunderabad.

### **ABSTRACT**

*Managers have to deal with conflict in the workplace every day. Conflict management is the ability to be able to identify and handle conflicts sensibly, fairly, and efficiently. Conflict is not simply inevitable; rather, conflict is central to what an organization is. (Putnam 1995, 183-4) Conflict management is the practice of being able to identify and handle conflicts sensibly, fairly, and efficiently. Since conflicts in a business are a natural part of the workplace, it is important that there are people who understand conflicts and know how to resolve them. This is important in today's market more than ever. Everyone is striving to show how valuable they are to the company they work for and at times, this can lead to disputes with other members of the team. The research examines a variety of dimensions of employee suggestions ,conflict management and dispute resolution systems. It examines the role of conflict management and dispute resolution, how employers are managing and resolving conflict within their organizations, the various dispute resolution procedures being used, and their effectiveness has been depicted in the research. Organizations selected belong to twin cities of Hyderabad and were stratified into nine (9) public sector and seven (7) private service organizations. The sample size of respondents chosen has been 60. Questionnaires were either self-administered or through the face-to-face interview.*

**Keywords:** Employee Suggestions Systems, Communication system, Working Environment, Job Analysis, Conflict at Work

**Introduction:** Suggestion Systems are introduced with an intention that employees can contribute their views ,thoughts and help organizations in efficient management of resources.It acts as a contract between employer and employee where the latter is rewarded for worthy ideas.[ESS] is a tool that managers can utilize to help employees bridge the gap between their present level of performance and their desired level of performance. The challenge for the organization is to keep the working environment free from conflicts and misunderstandings. However, this seems to be a herculean task. Employees from different age groups, educational backgrounds ,working experience and culture work in the organization. Hence there lies this urge to encourage employees to participate in issues concerning their professional development.

**Need for the Study:** Organization leaders are responsible for creating a work environment that enables people to thrive. If turf wars, disagreements and differences of opinion escalate into interpersonal conflict, you must intervene immediately. It's important to understand that most employees do not come to their jobs with the total knowledge and experience required to perform perfectly. Hence there may be instances that conflicts arise because of ego, inferiority complex, frustration so on and so forth. Employee Suggestions Systems [ESS] can help to solve conflicts to a large extent.

### **Research Objectives**

The primary objective of this study is to assess the impact of Employee Suggestions Systems on Conflict resolution as given below:-

- 1.To examine conflict management style.
2. To determine empirically the relationship between Employee Suggestions Systems and Conflict resolution
3. To examine strategies used to manage conflict effectively and Introduce of a new conceptual model for enriched employee suggestion system

## **Research methodology**

The basic principle in the research has been adopted in the overall methodology. The following methodology has been used for meeting the requirements,

- Defining objectives
- Developing the information sources
- Collection of information
- Analysis of information
- Suggestions

The methodology followed for collection, analysis under interpretation of data is explained below.

**1. Research designs:** There are generally three categories of research based on the type of information required, they are

1. Exploratory research
2. Descriptive research
3. Casual research

The research category used in this article is descriptive research, which is focused on the accurate description of the variable in the problem model.

### **2. Data collection method**

Data collected through the following sources: Primary data and Secondary data

#### **Primary Data:**

- Questionnaire method
- Interview method

**Questionnaire method:** Set of questions was prepared on the subject matter and was given to employees from the different companies .T hey were requested to give their opinion by selecting one of the options for each question so as to study their attitude, level of knowledge on the subject to measure the effectiveness of under taken study.

**Interview method:**This followed after filling up the questionnaire so as to derive some of their opinions, which were neither reflected nor revealed while answering the questionnaire

**Secondary data:** It has been collected from books, journals,websites,case studies.

### **3. Sample design**

a) Sampling unit: the study is directed towards the executives of managerial level.

b) Sample size: sample size of 60 is taken in this study.

### **Scope of the study**

We used data from a 2013 survey of 60 employees. Karl Pearson Coefficient of correlation is used to study the relationship between Employee Suggestions Systems and Conflict resolution

### **Literature Review**

In the world of work, businesses have many information sources to draw upon in their quest to attract, retain and develop the best talent.Those sources include resumes , references , and less frequently psychometric tests , structured or semi-structured interviews, and potentially assessment centres..The purpose of this essay is to demonstrate the importance of this new role by first describing Employee Suggestions Systems of Organization , its training and development planning system, and the intended links between these two systems.

Conflict:Meaning and Definition:- Competitive or opposing action of incompatibles,such that gains to one side come at the expense of the other.

Five types of Conflict Resolution Strategies:-

- 1]Competing/Controlling: Assertive and Uncooperative
- 2]Accommodating: Unassertive and Cooperative
- 3]Avoiding: Unassertive and Uncooperative
- 4]Collaborating: Assertive and Cooperative
- 5]Compromising: Intermediate in both assertiveness and cooperativeness.

Employee Suggestions Systems [ESS]: Meaning and Definition:- Suggestion systems are among the instruments for channelling creativity. Companies will be able to transfer employee creativity optimally into practicable ideas.

"Suggestion programs create a win-win situation," Kate Walter wrote in *HR Magazine*. "More involvement and input for employees and improved efficiency and cost-savings for employers."

### Research Population

The study was conducted in twin cities of Hyderabad and Secunderabad. These companies deliver products and services in a very stiff competition at a national and global level.

**Table 1 Population of the study**

Variables (n=60)	Number of employees	%
Public sector	30	50
Private sector	30	50
Total	60	100

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**Tools used:** The tools used for hypothesis testing Karl Pearson's Coefficient Correlation.

**Hypotheses :** Ho: Employee Suggestions Systems is not positively related to Conflict resolution.

Ha: Employee Suggestions Systems is positively related to Conflict resolution.

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## Results and Discussions

**Table 2:- Employee Suggestions Systems Constructs: Mean and Standard Deviation of Employees Agreeing and Disagreeing**

S.N	Employee Suggestions Systems Constructs	Mean	SD
1	Do you agree there is a designated place or person to collect and implement employee suggestions?	3.5	1.2
2	Do you agree employees are encouraged to submit improvement ideas?	3.6	1.2
3	Do you accept that potentially useful ideas are never stifled by employees or supervisors?	3	1.7
4	<b>Do you agree your organization ensures consistent rewards and recognition for employees to make creative ideas?</b>	<b>4.1</b>	<b>0.7</b>

**Table 3:- Employee Suggestions Systems Constructs:Frequency and Percentages of**

S.N	Employee Suggestions Systems Constructs	SDA	DA	NE	AG	SA	Total
1	Do you agree there is a designated place or person to collect and implement employee suggestions?	0 [0%]	10 [16.6%]	30 [50%]	0 [0%]	20 [33.3%]	60
2	Do you agree employees are encouraged to submit improvement ideas?	0 [0%]	20 [33.3%]	10 [16.6%]	10 [16.6%]	20 [33.3%]	60
3	<b>Do you accept that potentially useful ideas are never stifled by employees or supervisors?</b>	<b>10</b> [16.6%]	<b>0</b> [0%]	<b>0</b> [0%]	<b>0</b> [0%]	<b>50</b> [83.4%]	<b>60</b>
4	Do you agree your organization ensures consistent rewards and recognition for employees to make creative ideas?	0 [0%]	0 [0%]	10 [16.6%]	30 [50%]	20 [33.3%]	60
	Total	10[4.1]	30[12.5]	50[20.8%]	40[16.6%]	<b>110[45.8%]</b>	<b>240</b>

### Employees Agreeing and Disagreeing

**Table 4: Conflict at work Constructs: Mean and Standard Deviation of Employees Agreeing and Disagreeing**

S.N	Conflict at work Constructs	Mean	SD
1	Do you accept there is difference of opinion among group members?	3.4	0.8
2	Do you accept members of your group are supportive of each other's ideas?	3.1	0.7
3	<b>Do you accept there are personality clashes between your group and other groups?</b>	<b>3.5</b>	<b>0.5</b>
4	Do you accept other groups withhold information necessary for the attainment of your group tasks?	3.1	1.1

**Table 5: Conflict at work Constructs: Frequency and Percentages of Employees Agreeing and Disagreeing**

S. N	Conflict at work Constructs	SDA	DA	NE	AG	SA	Total
1	<b>Do you accept there is difference of opinion among group members?</b>	<b>0</b> [0%]	<b>10</b> [16.6%]	<b>10</b> [16.6%]	<b>40</b> [66.66%]	<b>0</b> [0%]	<b>60</b>
2	Do you accept members of your group are supportive of each other's ideas?	0 [0%]	10 [16.6%]	30 [50%]	20 [33.3%]	0 [0%]	60
3	Do you accept there are personality clashes between your group and other groups?	0 [0%]	0 [0%]	30 [50%]	30 [50%]	0 [0%]	60
4	Do you accept other groups withhold information necessary for the attainment of your group tasks?	10 [16.6%]	0 [0%]	20 [33.3%]	30 [50%]	0 [0%]	60
	Total	10[4.1%]	20[8.33%]	90[37.5]	<b>120[50%]</b>	0[0%]	240

## Findings and Discussions

This section presents the research findings and discussion of the results with reference to the specific research objectives. “ Impact of Employee Suggestions Systems on Conflict at Work.”

- As shown in the above table.2, Q.No.4 , has got the highest mean value with 4.1which shows employees are given rewards and recognition to make creative ideas and help in overall growth of the organization.Its a positive sign of employee participation through employee suggestion system.
- Table.3, gives a fair picture of frequencies and percentages.With special reference to Q.No.3, majority of the respondents i.e.,50 , amounting to 83.4%strongly agree their ideas are not misinterpreted or misrepresented by their immediate supervisors. It indicates the originality of the employee suggestions is ethically preserved by the management
- Conflict at work is inevitable and unavoidable as we can see through table 4.Q.No.3, with the highest mean value 3.5. The respondents feel there are personality clashes among the members of different groups which is not a welcome sign.
- Table 5 depicts the frequencies and percentages of employees agreeing and disagreeing. According to the research statistics, Q.No.1 in table 5. Has the highest percentage of employees agreeing ie., 40 in number and 66.66% , there is difference of opinion among group members.
- 10% of respondents strongly disagree and 12.5% disagree their employee suggestion system is not efficient. 20.8% are neutral and 16.6% agree. A majority of **45.8%** **strongly agree** that their employee suggestion system is efficient in reducing conflict at work.
- The study sought to find out the impact of conflict at work on employee productivity. The results obtained were as shown in figure below. As shown in the above figure, 4.1% of respondents strongly disagree and 8.3% disagree conflict at work can be reduced with effective employee suggestion systems. 37.5% are neutral. A majority of 50% agree that employee suggestion systems can reduce conflict at work.



**Correlation Between Employee Suggestions Systems and Conflict at Work.**

This section deals with the determination of correlation between Employee Suggestions Systems and Conflict at Work.

**Table 6: Pearson Correlation Between Employee Suggestions Systems and Conflict at Work.**

S.N	X [Employee suggestion systems]	Y [Conflict at work]	X <sup>2</sup>	Y <sup>2</sup>	XY
1	4	3.5	16	12.2	14
2	4	3.1	16	9.6	12.4
3	4.6	3.5	21.1	12.2	16.1
4	4.5	3.1	20.2	9.6	13.9
Total	ΣX = 17.1	ΣY = 13.2	Σx <sup>2</sup> = 73.3	Σy <sup>2</sup> = 43.6	Σxy = 56.4

$$r_{xy} = \frac{n \sum XY - \sum X \sum Y}{\sqrt{[n \sum X^2 - (\sum X)^2] * [n \sum Y^2 - (\sum Y)^2]}} \quad r=1$$

{1} coefficient of determination = 1x1=1 [r<sup>2</sup>] {2} coefficient of non-determination = 1-1 = 0 [1-r<sup>2</sup>] {3} determination of alienation = 0 = 0[√1-r<sup>2</sup>] {4} significance of correlation = P.E. = 0.6745 x 1-r<sup>2</sup>/√N = 0.6745 X 0/2 = 0

1 > 0; r > 6P.E ; Coefficient of correlation is certain ; r is significant. The value 1\*\* shows the correlation is significant at 0.05 level. There is a significant association between Employee Suggestions Systems and Conflict at Work. Hence, Ho is rejected. Ha is accepted.

**Recommendations**

Employee Suggestions Systems is a tool that managers can utilize to reduce the conflict at workplace. give employees the information or skills they need and then measure whether those options were effective in employee participation. Continually updating Employee Suggestions based on performance appraisal feedback can boost your workforce's productivity and efficiency over time. It can be an effective technique to keep conflicts at workplace away.

## Conclusion

Providing opportunities to build 'Employee Suggestions Systems' benefits both the employee and employer. It helps in motivating employees to achieve higher standards in work and thereby increasing overall efficiency. It is important to understand that Suggestions in and of itself can motivate a work force. Hence, it is an integral part of what is needed to accomplish the long-term goals of the agency.

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Despite a century of speculation by managers and scholars, we know very little about whether certain cues or signs exhibited by employees can predict whether they're about to quit.

To help managers and companies identify employees at risk of quitting, [we investigated this very question](#) and uncovered a set of behavioral changes exhibited by employees—what we dub pre-quitting behaviors—that are strong predictors of voluntary quits in the 12 months after they are observed by managers. Our inquiry was inspired by a [study](#) by evolutionary psychologists David

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Buss and Todd Shackelford showing that romantic partners give off cues that indicate whether they are committing infidelity. A [series of classic studies](#) by psychologist John Gottman supports this, identifying how certain verbal and nonverbal cues expressed by married couples during brief videotaped interactions can forecast their eventual divorce.

But the romantic realm isn't the only place where cues can take place. [Poker players give off "tells"](#) that reveal the strength of their hands, while American football players read their rivals' behaviors to decide how they will act after the ball is snapped. And research shows that criminals have become savvy at identifying [informants](#) or [undercover officers](#) in their midst.

To understand how tells might play out in the workplace, we first sought to identify a large set of behavioral changes employees exhibit that signal their future turnover. We asked nearly 100 managers to answer the following question: *Think for a moment of the peers and subordinates who have voluntarily quit your organization in the last two years. How was their behavior different in the months prior quitting that might have told you they were on their way out?* We also asked 100 employees to describe their own changes in behavior before leaving a previous job. These inquiries yielded over 900 different pre-quitting behaviors. The survey respondents reported relatively odd behavioral changes (e.g., "stopped caring about their personal appearance;" "became aggressive toward other employees") as well as many common ones (e.g., "less willingness to volunteer for special projects;" "decreased attendance at staff meetings").

For the next phase of the research, we edited and pruned the list of 900+ behaviors into a structured 116-item questionnaire. We administered this provisional survey to three additional samples of managers. The first set of managers rated how often previous leavers enacted these behaviors before quitting. Half of the 116 behaviors were eliminated because they occurred infrequently (e.g., "They asked co-workers for contacts at other companies;" "They exhibited sudden and frequent changes in their mood"). We then circulated this reduced survey to *another* group of managers who rated how often their current subordinates exhibit these actions. We next analyzed these ratings and isolated a cluster of 13 highly correlated behaviors that best represent employees' proclivity toward near-future voluntary turnover. Finally, we

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double-checked this finding by asking one more group of managers to describe their employees' behaviors with the final 13-item survey.

The pre-quitting behaviors that made the cut are below:

1. Their work productivity has decreased more than usual.
2. They have acted less like a team player than usual.
3. They have been doing the minimum amount of work more frequently than usual.
4. They have been less interested in pleasing their manager than usual.
5. They have been less willing to commit to long-term timelines than usual.
6. They have exhibited a negative change in attitude.
7. They have exhibited less effort and work motivation than usual.
8. They have exhibited less focus on job related matters than usual.
9. They have expressed dissatisfaction with their current job more frequently than usual.
10. They have expressed dissatisfaction with their supervisor more frequently than usual.
11. They have left early from work more frequently than usual.
12. They have lost enthusiasm for the mission of the organization.
13. They have shown less interest in working with customers than usual.

More specifically, when they rated an employee based on each behavior (1 = strongly disagree; 2 = disagree; 3 = neither agree nor disagree; 4 = agree; 5 = strongly agree), those with an average score of 4.2 or higher had an expected probability of turnover two times the typical employee. Other factors can affect whether someone leaves an organization, of course, but a score this high suggests the risk of turnover is high enough to warrant attention.

The next logical question is what you should do when someone you manage is exhibiting these behaviors—or how you should think about them if you yourself are looking for another job.

For managers, our advice is to focus on retaining star employees in the short-term. Typically, organizations handle a turnover problem with large scale interventions to improve departmental or firm-level commitment, job satisfaction, and job engagement. These strategies may work, but they take time to design and implement. Thinking in terms of the turnover risk of specific employees allows you to invest your time and resources into those employees who create the most value and are actually at risk of leaving.

There are many ways to invest in employees you fear may be looking: pay increases, promotions, special projects, etc. One technique is to use what are called “stay interviews.” Instead of conducting only exit interviews to learn what caused good employees to quit, hold regular one-on-one interviews with current high-performing employees to learn what keeps them working in your organization and what could be changed to keep them from straying.

It’s also worth noting that employees in the midst of leaving often take customers or proprietary product information with them. And as most of us know, a quick departure can leave a hole in company operations that creates long term harm. While it’s important to realize that there is no guarantee that employees exhibiting pre-quitting behaviors will definitely leave, those identified as flight risks should be monitored for unsavory behavior. Succession planning for their departure may prevent damages arising from unexpected quits.

And if you’re in the market for a new job? Hiding your own pre-quitting behaviors may prove difficult. Given the negative consequences of turnover, know that your managers and peers are likely watching for obvious and subtle changes in behavior—and that no single action is a dead giveaway. Instead, patterns of behavior over time that may seem subtle to you might tip off your boss. We suggest that you stay engaged with your work, continue to show enthusiasm for the mission of the organization, and project a consistent level of [relational energy](#) to the members of your work team.

The basic tenet of managing turnover is that everyone eventually leaves. But the “when” can feel like a mystery. While our research shouldn’t be considered the only way to identify an employee on the verge of quitting, it does point to a set of behaviors that, taken together, can provide a

clue—and it discounts behaviors that have mistakenly been seen as tells. So the next time you have an inkling about whether someone is about to leave, know that you may be onto something when you take the right indicators into account. [As Dolly Parton sang](#), “Though you haven’t left me yet, I know you’re just as good as gone.”