



CONFLICT MANAGEMENT STRATEGIES ADOPTED BY THE EMPLOYEES IN TANCEM, ARIYALUR

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ABSTRACT

This paper investigates the difference in the selection of employees' conflict management strategies at their workplace across different age groups and departments. For this purpose, a questionnaire was got filled from 120 employees of Employees in TANCEM, Ariyalur level by applying convenient sampling technique. Conflict management strategies were measured through a tool comprising of 20 items asked on five point Likert type scale. Chi-square test revealed that there is a significant difference in conflict management strategies adopted by employees. No overall difference of conflict management strategies was found between upper versus lower age group and support versus technical staff. However, younger employees choose compromising approach significantly higher than older employees.

Key words: Conflict Management, Organization, Employers and Employees.

INTRODUCTION

In any business concern, the four factors of production are man, machine, material and money that are very important to achieve the goals of the organization. Among the four factors, man is the living being and the prior cause for the success of the organization than the other factors, so any organization consists of number of human resources who move towards achieving the organizational goals. Thus group effort is needed for the smooth running of any business. But when there is more than one person involving in an activity, it is very clear that there may be chances for conflicts among them. Conflict is inevitable and

necessary for the growth of any organization though it is harmful sometimes. When people with different backgrounds, temperaments, points of views, values, needs, personalities and attitude interact, it is likely that some type of conflict may arise. The conflict may also develop due to perceptual differences of an individual. It is a conscious awareness of occurrences, events or happenings in one's surroundings which may be considered as threatening and derogatory such as loss of authority, role conflict, unequal or unfair treatment, status incongruities and goal differences. Conflicts may also be encouraged by actions, constraints and demands of the organization and responsibilities to be performed by the worker.

NEED FOR THE STUDY

Every individual has his or her own viewpoints towards a similar issue. Hence, there is similar issue. Hence, there is enough and more scope for men who are interwoven in the organizational structure to enter into conflicts while working together. Thus conflict is inevitable whenever two or more human beings work together. For healthy and effective functioning of a human being in an organization one should be adept in handling conflicts. An in resolved conflict might trigger a along line of troublesome consequences for the person as well as to the organization. Hence it is imperative to study about the various techniques and strategies adopted by persons in conflict resolving strategies among the organizational supervisors. Therefore a scientific enquiry in this area is meaningful and essential. The present study is one such attempt.

OBJECTIVES

1. To analyze the various conflict resolving strategies.
2. To suggest suitable measures to overcome conflict in industries.

TAMILNADU CEMENTS CORPORATION LTD

PROFILE OF THE ORGANISATION

M/S Tamilnadu Cements Corporation Ltd (TANCEM) Regional office is functioning at 735, Anna salai, chennai-2. TANCEM'S Ariyalur unit was commissioned on 1st August 1979 and commercial Production commenced on 9th September, 1979.

TANCEM owned two cement units, one at Ariyalur and another at Alangulam. In addition to cements units TANCEM is having one Asbestos sheet unit at Alangulam. Asbets pressure pipe factory at Mayanur in Karur District and Stoneware pipe unit at Virudhachalam. TANCEM plant installed capacity of the cement plant is 5 lakhs tonnes per annum. It's a modern dry process cement plant. The cement plant is located about 3 kms east of Ariyalur on Kallakurichi road. Ariyalur is on broad gauge section of Tiruchirapalli – Virudhachalam chord line of Southern Railways. It is well connected by road. Trichy is about 60kms south of west and Thanjavur is about 45kms south of Ariyalur. The raw materials used for the manufacture of cement are limestone, reversand and Gypsum. Limestone is the chief raw material for the process and it is available in plenty. Since Ariyalur cement factory is Government owned plant the major consumer was TamilNadu Government. Nearly 80 to 85% of its Production was consumed by the Government departments, at a fixed price mutually agreed by the supplier and consumer. Now the policy is completely changed. There is no preferential purchase of cement from Tamilnadu cements. All departments of the Government of Tamilnadu has gone open tender system to purchase cement. In the above said circumstances, Tamilnadu Cements Corporation is to depend only on its dealers to sell most of its production in the open market. So for the cement plant was selling nearly so to 85% of its Production to the Government departments, it has not motivated the existing dealers and now the time has come to revitalize the dealers network to achieve maximum sales.

The positive and negative attitudes of the dealer towards various aspects of 'Arasu Cement' can be studied. Based on the study we can improve the positive attitudes of the dealers and eradicate or minimize the negative aspects that will result in better sales. Ariyalur cement works, now delivers three types of cement viz., Grade-33,43 and Arasu super star cement. M/s Tamilnadu cements corporation Ltd., (Tancem) registered their brand name as ARASU CEMENT and TANCEM has a separate Trademark and Emblem to distinguish its products from others. The trademark 'ARASU CEMENT' symbolizes that the product is from Government Company, as Arasu is the Tamil name for Government. The cement is packed in two types of bags. They are paper bags and HDPP bags. They are attractive in appearance and safe to handle. Each bag is carrying 50 kgs of cement. Bureau of Indian Standards Specified +/- 200kgs weight difference per ten metric tones. Recently Ariyalur works has commissioned a new Electronic packer. It is having accuracy of +/- 50 Gms per bag. In addition to it all loaded lorries are weighed at the weigh bridge to ensure correct weigh to the consumer. The prices of the cement are highly fluctuation. There is a heavy

competition in the field. Restricted credit facility is available to some stockiest, according to their performance level. The present cash discount system is as follows. Rs.10 per bag for advance payment (by means of DD/Cash). Detailed range of discount is furnished in the table given in the table.

SAMPLING METHOD

The researcher got the name list from the all department and by using it as a base, the respondents were selected. The researcher used simple random sampling method (lottery method) to select 120 respondents from the universe, where in the researcher gave an equal chance for all the members to be included in the sample. The total sample size is 120.

SOURCE OF DATA COLLECTION

The source of data collection is primary. The researcher collected the information directly from the employees. The information regarding the number of employees employed in the various departments were obtained with the use of register which is a secondary source.

MAN POWER OF THE TANCEM

S.No	Category	No.of Employees
1.	Officers	148
2.	Staff	140
3.	Workers	320
Total		608

Source: Primary data collected from personnel department of TANCEM

The man power planning is looked after by the administrative on department and the factory manager, is acting as an advisor in this matter. This department is to prepare man power plans for the optimum utilisation of the personnel employed in the TANCEM covering all categories of employees like technical, non-technical, official etc..

FINDINGS RELATED TO SOCIO-DEMOGRAPHIC VARIABLES

- 30% of the respondents are SSLC
- More than half of the respondents (60%) are from village.
- Majority of the respondents (73.3%) are from nuclear family.
- Half of the respondents (50%) are at workers.
- Little less than half of the respondents (46.7%) are from technical department.

- 21 percent of the respondents are not member of any association
- Less than half of the respondents (38.3%) perceive low level conflict management strategies.

FINDINGS RELATED TO RESEARCH HYPOTHESES

Research hyposthesis-1

There is a significant relationship between No.of dependents and non-confrontational of conflict management strategies.

Null Hypothesis

There is no significant relationship between No. of dependents of the respondents and solution oriented, control oriented and overall score of conflict management strategies and the age, No. of children were experience of the respondents and various dimensions of conflict management strategies and overall score.

Findings

Karl pearson's co-efficient of correlation test was applied and significant positive correlation was found No. of dependent of the respondents in non-confrontational.

Hence Research hypothesis is accepted null hypothesis is rejected.

Research hypothesis-2

Higher the adoption of solution oriented and non-confrontational strategies by the respondents higher will be their conflict management.

Null hypothesis

There is no relationship between the solution oriented and non-confrontational strategies by the higher will be their conflict management.

Findings

Inter correlation matrix test between was applied and significant was found in solution oriented and non-confrontation oriented strategies.

Hence Research hypothesis is accepted and null hypothesis is rejected.

Research hypothesis-3

There is a significant association between educational qualification of the respondents and overall-score of conflict management strategies.

Null hypothesis

There is no significant association between educational qualification of the respondents and overall score of conflict management strategies.

Findings

Chi-Square test was applied and significant positive correlation was found educational qualification of the respondents.

Hence null hypothesis is accepted and the research hypothesis is rejected.

Findings

Chi-Square test was applied and significant positive correlation was found the place of birth of the respondents.

Hence null hypothesis is accepted and the research hypothesis is rejected.

FINDINGS RELATED TO VARIOUS DIMENSIONS OF CONFLICT MANAGEMENT STRATEGIES.

- There is a significant relationship between No.of dependents and non confrontational of conflict management strategies.
- There is a significant higher the adoption of solution oriented and non-confrontational strategies by the respondents higher will be their conflict management.
- There is a significant difference between type of family of the respondents with regard to their control oriented of conflict management strategies.
- There is no significant relationship between No.of dependents of the respondents and solution oriented, control oriented and overall score of conflict management Strategies and the age, No.of children, work experience of the respondents and various dimensions of conflict management strategies and overall score.
- There is no relationship between the solution oriented and non-confrontational strategies by the higher will be their conflict management.
- There is no significant association between educational qualification of the respondents and overall conflict management strategies.
- There is no significant association between monthly income of the respondents and overall score of conflict strategies.
- There is no significant association between the place of Birth of the respondents and overall score of conflict management strategies.

- There is no significant difference between the designation of the respondents with regard to the over all conflict management strategies.
- There is no significant difference between type of family of the respondents with regard to their control oriented of conflict management strategies.

SUGGESTION AND RECOMMENDATION

- Training programmes can be organized based on interpersonal development.
- Opportunities for overall development must be provided in different areas, such as technology, team work, personality etc..
- Counseling programmes can be arranged to make the employees emotional independent.
- The organization can organize programmes like meditation, yoga and other recreation programmes to their employees at different levels to reduce their job stress.
- Considered difficult adverse are demanding job situations as inevitable part of the job to overcome the hardships.
- Personality development programmes must be given to the employees to attain a uniqueness.
- Workers participation must be encourage to have a overall conducive working milieu.
- Trade unions must be strengthen based on the needs of the employees and numerous trade unions.
- Grievance handling procedure must be properly adopted and rendered to the employees.

CONCLUSION

Conflict is a part of everyday life of an individual or of an organization. Conflict has considerable influence on employee behaviour, performance and satisfaction. It also affects an organization's effectiveness. Conflict is understood as a struggle between incompatible or opposing needs, wishes, ideas, interests or people. Conflict differs from competition. In competition one party does not try to frustrate the attempts of another, but it happens in conflict. Energizing conflicting parties, promoting change and increasing organization effectiveness are some of the positive consequences of conflict.

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