



## **CONFLICT MANAGEMENT STRATEGIES ADOPTED BY THE EMPLOYEES IN TANCEM, ARIYALUR.**

**Dr. L. Leo Franklin**

*Assistant professor of Commerce  
JJ College of Arts and Science,(Autonomous)  
Pudukkottai*

**H.Arul**

*Research Scholar  
Dept. of Commerce  
JJ College of Arts and Science,(Autonomous)  
Pudukkottai*

**M. Venkatesan**

*Research Scholar  
Dept. of Commerce*

### **INTRODUCTION**

“When two people in business always agree, one of them is unnecessary “

- W. Wrigley Jr.

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, point 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.

## **CONFLICT - MEANING**

Conflict is a process in which an effort is purposefully made by one person or unit to block another that results in frustrating the attainment of the other's goals or the furthering of his interests.

### **DEFINITION OF CONFLICT**

“A process that begins when one party perceives that another party has negatively affected, or is about to negatively affects something that the first party cares about” - K.W.Thomas

“The struggle between incompatible or opposing needs wishes, ideas, interests, or people. Conflict arises when individuals or groups encounter goals that both parties cannot obtain satisfactorily”. Chung and Megginson

“Conflict has been defined as the condition of objective incompatibility between values and goals.” Kilmann and Thomas

## **OBJECTIVES OF THE STUDY**

1. To study the socio-demographic characteristics of the employees.
2. To analyze the various conflict resolving strategies.
3. To suggest suitable measures to overcome conflict in industries.

## **RESEARCH METHODOLOGY**

### **Significance of the study**

Conflict in organization are inevitable. An accumulation of unsolved or poorly resolved conflicts can create diminished performance and low morale. The capability of members of an organization to bring up issues with others and resolve conflicts in a way that ensures both members share some ownership of the solution is critical.

The management members develop tangible skills to effectively resolve conflicts by assuming that both parties needs are understood and that potential solution are created jointly. This shared ownership contributes to better solutions and increased commitment from both parties to implement the mutually created solution. So all these depends on the management. The present study is an attempt to find the perception towards conflict-handling intention.

Life without stimulus would be incredibly dull and boring. Life with too many stimulus becomes unpleasant and tiring ultimately damaging ones well being. Most people realize those aspects of their work and life style can cause conflict. While this is true, the researcher

is interested to explore some of the socio-demographic factors such as years of experience, income, area of domicile,

### **Research Design**

As the researcher aims to study and describe the various aspects of conflict management strategies adopted by the employees and also seeks to find out the association if any with selected socio-demographic variables with regard to conflict management. Hence the researcher has adopted descriptive cum diagnostic research design.

### **Universe**

The universe of the present study includes all the employees working in different departments of TANCEM, Ariyalur namely

- ◆ Personnel and Administrative Department
- ◆ Finance Department
- ◆ Technical
- ◆ Process & Quality Assurance
- ◆ Auto garage
- ◆ Materials
- ◆ Purchase Department
- ◆ Sales Department
- ◆ Mines
- ◆ Marketing Department

So the universe comprises of 608 employees.

### **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.

### **Statistical Tools**

To arrange and interpret the collected data the following statistical tools were used.

1. Percentage Method.
2. Correlation
3. Chi-square.

## **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.

## **Tools of data collection**

The researcher used standardized scale which was developed by Stephen Robins in the year 1991. The questionnaire consists of 45 questions measuring three dimensions namely solution orientation, non-confrontational and control. The questionnaire consisted of 59 questions which also includes 14 items as personal data.

## **Data collection**

The researcher collected the data during the month of July 2006 using the questionnaire method. It took almost three weeks for its completion. The respondents were contacted individually during their leisure hours and the data were collected. The aim of the study was briefly explained to them and they were assured about the confidentiality. Then the questionnaire was administered individually and was collected.

## **Statistical Analysis**

The end result of the data collection is the accumulation of raw data, in a quantitative form, such data are then summarized and subjected to statistical analysis. Standard scoring procedure was adopted and data was analysed statistically by using the SPSS [Statistical Package for Social Sciences]. For the quantitative data the researcher applied various tests like 't'-test, median test, correlation one way analysis and chi-square test to measure the degree of relationship and difference of the data collected.

## **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.

## LIMITATIONS OF THE STUDY

---

- The researcher has included only the limited employees for the study and so it cannot be generalized to all other cadres.
- The researcher has adopted only Conflict management strategies and was unable to concentrate on solution job stress related areas.

## SCOPE OF THE STUDY

The present study attempts to find out the extent of conflict management strategies adopted by the employees in TANCEM, Ariyalur. The assessment has been made with reference to solution oriented, non-confrontational, control and also has focused on giving specific suggestions to improve the relations in industrial sector.

It is hoped the findings of the present study could provide an empirical bases upon which conflict management strategies adopted by the employees has styled to meet their needs of the industrial 8people.

It gives them the intricate details that they actually need to take their organization to greater heights. It also helps them to know where do they actually stand what do they lack and they find it easier to improve upon themselves in a way they help their workman and their sub-ordinates in maintaining a problem free organization. This study helps the personnel department to identify the various tools and techniques and the type of training programme that are to be conducted for their employees.

## REVIEW OF LITERATURE

This review of literature involves collection of some literature and works previously done in the same area and other related areas. By doing this the researcher can make a study to explore new dimensions in the same area and add to the body of knowledge..

Several approaches to conflict management have been proposed

**Thibant and Kelly (1956)** is there study that have mention of three problems associated with pressure tactics

The cost of surveillance over the other party's behaviour.

- a. When threats punishment and rewards and
- b. The unpleasantness of having to capitulate when the other party is unknown.

**Walton and Mckersie (1965)** Have used the term “integrative bargaining” which comes closes to what is referred to have as negotiation in integrative bargaining, new and better options are generated.

**Thompson.V.A (1965)** This however should not be surprising, since a review of the relationship between bureaucracy and innovation has found that conflict encourages innovative solutions.

**Lawrence and Losch (1967)** examined the effectiveness of various styles for handling conflicts and found that each of these techniques was used in organisation to handle conflicts. The distinction was that the high performing used more.

**Lewis and Pruitt (1971)** found that when the bargainers placed heavy reliance on pressure tactics, it resulted in failure to reach and agreements.

**Thomas (1976)** has suggested two main dimensions of approaching conflicts, cooperativeness using a grid model. Three two dimension give strategies avoiding (low-low), accommodation (high-high) and compromise (medium-medium).

### **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 1<sup>st</sup> August 1979 and commercial Production commenced on 9<sup>th</sup> 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.

### **MAN POWER OF THE TANCEM**

<b>S.No</b>	<b>Category</b>	<b>No. of Employees</b>
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..

TANCEM has total strength of 608 employees and is functioning on shift basis without any stoppage of machines during the normal conditions. The timing of the shift area as follows.

### SHIFT TIMINGS OF THE TANCEM

<b>A Shift</b>	12.00 P.M to 8.00 A.M
<b>B Shift</b>	8.00 A.M to 4.00 P.M
<b>C Shift</b>	4.00 P.M to 12.00 A.M

Source: Primary data collected from personnel department of TANCEM.

### LEAVE AND HOLIDAYS

#### *Number and Nature of holidays*

<b>S.No</b>	<b>Nature of Holidays</b>	<b>No.of Days</b>
1.	Government holidays	4
2.	Festival holidays	4

Source: Primary data collected from personnel department of TANCEM.

The government holidays are Republic day, Independence day, Gandhi Janyanthi and May day. The festival holidays are Deepavali, Pongal, Tamil New Year, Pooja holidays.

<b>Cadres</b>	<b>Casual Leave</b>	<b>Medical Leave</b>	<b>Earned Leave</b>
<b>Officers</b>	15 days	18 day	1/11
<b>Staff</b>	15 days	18 day	1/11
<b>Workers</b>	15 days	18 day	1/20

### TRADE UNION

The eleven trade unions of the TANCEM are as follows:

1. Desiya cement thozhilalar sangam [INTUC] Reg.No 335/TRI.
2. Perambalur Mavatta cement Alai Thozhillargal Sangam [AITUC] Reg.No 398/TRI.
3. Ariyalur cement Alai Uzhaipalar sangam [CITU] Reg.No TRI/427.
4. Thozhilalar Munnetra sangam [DMK] Reg.No 1125/TRI.
5. Anna Thozhilalar Munnetra sangam [ADMK] Reg.No 2941/CNI.
6. Marumalarchi Thozhilalar Munnetra sangam [MDMK] Reg.No TRI/1080.
7. Pattali Thozhilalar sangam Reg.No 756/88/TRI.

8. Ariyalur cement Alai Mattrum surangam Dr.Ambedkar Thozhilalar sangam Reg.No 824/TRI.
9. Nilamkodutha cement Thozhilalar sangam Reg.No 424/81/TRI.
10. Ariyalur cement Alai Parivallal Thozhilalar sangam Reg.No 834/TRI.
11. National cement employees Union. Reg.No 11/PLT.

## **RESULTS AND DISCUSSION**

It is inferred from the above table that 30 percent of the respondents are SSLC, 25 percent of the respondents are graduates, 23.3 percent of the respondent are ITI and more or less equal number of the respondent are Diploma (11.7%) and 10% of the respondents are PG.

It is observed from the above table that more than half of the respondents (60%) are from village where as 35 percent of the respondents from Town and only few percent of the respondents (50%) come from city.

It is noted from the above table that great majority of the respondents (73.3%) are from nuclear family and only 26.7 percent of the respondents from joint family.

It is found that half of the respondents (50%) are at worker, and equal member of the respondents (25%) are staff and executive.

It is seem from the above table that little less than half of the respondents (46.7%) are from technical department and more or less equal member of the respondents are from finance department (12.5%) personnel and administrative department (10.0%) and 09.2 percent from quality control, 08.3 percent from mines department and equal member of the respondents (6.7%) are from Auto carriage and marketing.

It is noted from the above table that 21.7 percent of the respondents are not member of any association and more or less equal member of the respondents are DMK (20%), ADMK (19.2%), 15.8 percent are CITU, 12.5 percent are TANCEM officers association and 10.8 percent are INTUC.

It is evident from the above table that little less than half of the respondents (49.2%) have moderate level of solution oriented perception where as 26.6 percent of the respondents have low level of solution oriented attitude and 24.2 percent of the respondents perceive high level of solution oriented strategies.

It is observed from above table that more than half of the respondents (51.7%) have moderate level of non-confrontational strategies. Where as more or less equal number of the respondents perceive low (25%) high (23.3%) level of non-confrontational strategies.

It is also seen from the table that little less than half of the respondents (47.5%) have moderate level of control where as more or less equal member of the respondents perceive

high (26.7%), low (25.8%) level of control oriented strategies. It is noted from the table that less than half of the respondent (38.3%) perceive low level of conflict management strategies with regard overall score. It is also clear that 26.7 percent of the respondents perceive moderate level of conflict management strategies and 25 percent of the respondents perceive high level of conflict management strategies with regard to over all score.

It is noted from the table that there is no significant relationship between the age, No of children, work experience of the respondents and various dimensions of conflict management strategies and over all score.

It is also no significant relationship between No. of dependents and solution oriented, control oriented and overall score of conflict management strategies.

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

The inter correlation matrix between the various dimensions of the conflict management strategies were drawn and significant correlation were found. A high level of positive correlation is seen between the various dimensions with their overall conflict management strategies. Where in as the solution oriented non-confrontational and control increased and the overall conflict management strategies also increases.

There is a no significant association between educational qualification of the respondents and solution oriented, non-confrontation, control dimensions of conflict management strategies and overall score.

There is no significant association between monthly income of the respondents and solution oriented, non-confrontation control of conflict management strategies and over all score.

There is no significant association between the place of birth of the respondents and solution oriented non-confrontational, control of conflict management strategies and overall score.

## **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.
- 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**

### **Null hypothesis**

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

### **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 Null hypothesis is accepted.

### **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 Null hypothesis is rejected.

### **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.

### **Null hypothesis**

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

### **Findings**

Chi-Square test was applied and significant positive correlation was found monthly income of the respondents. Hence null hypothesis is accepted.

### **Null hypothesis**

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

### **Findings**

Chi-Square test was applied and significant positive correlation was found the place of birth of the respondents. Hence null hypothesis is accepted.

## 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.
- ☑ The organization can organize training programmes to their employees about the recent trends in industrial sector.

## 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.

## BIBLIOGRAPHY

### Books

- 📖 **Aswathappa.K,** 1999, Organisational Behaviour, Himalaya PublishingHouse, Bombay.
- 📖 **Ghosh.P.K,** 2000, Strategic Planning and Management, Sulthan Chand and sons, New Delhi.
- 📖 **Kothari.C.R,** 2003, Research Methodology, Wishwa Prakashan Publishers, New Delhi.
- 📖 **Luthans Fred,** 2002, Organisational Behaviour, TATA McGraw Hill publishers Ltd, New Delhi.

 **Robins Stephen**, 1997, Organisational Behaviour, Prentice Hall of India Ltd, New Delhi.

 **Tripathi.P.C**, 2004, Personnel Management and Industrial Relations, Sulthan Chand and sons publishers, New Delhi.

### Journals

 **Morshima.M and Belsheim.J.A** [1997] - International Journal of Conflict Management.

 **Tjosvold.D** [1982] - Journal of Applied Psychology.

### Website

 [www.google.com](http://www.google.com)

 [www.gordontraining.com](http://www.gordontraining.com)

 [www.education\\_world.com](http://www.education_world.com)

 [www.conflictatwork.com](http://www.conflictatwork.com)

### Distribution of Respondents by their Educational Qualification

Sl. No	Educational Qualification	No. of Respondents `(N = 120)	Percentage
1	SSLC	36	30.0
2	ITI	28	23.3
3	Diploma	14	11.7
4	UG	30	25.0
5	PG	12	10.0

### Distribution of Respondents by their Place of Birth

Sl. No	Place of Birth	No. of Respondents (N = 120)	Percentage
1	Village	72	60.0
2	Town	42	35.0
3	City	06	05.0

### Distributions of Respondents by their Type of Family

Sl. No	Type of Family	No. of Respondents (N = 120)	Percentage
1	Joint Family	32	26.7
2	Nuclear Family	88	73.3

### Distribution of Respondents by their Designation

Sl. No	Designation	No. of Respondents (N = 120)	Percentage
1	Workers	60	50.0
2	Staff	30	25.0
3	Executive	30	25.0

### Distribution of Respondents by their Department

Sl. No	Department	No. of Respondents (N =120)	Percentage
1	Mines	10	08.3
2	Technical	56	46.7
3	Auto Carriage	08	06.7
4	Quality Control	11	09.2
5	Marketing	08	06.7
6	Finance	15	12.5
7	Personnel and Administration	12	10.0

### Distribution of Respondents by their Name of the Federation to which they belong

Sl. No	Name of the Federation	No. of Respondents (N = 120)	Percentage
1	Nil	26	21.7
2	INTUC	13	10.8
3	CITU	19	15.8
4	ADMK	23	19.2
5	DMK	24	20.0
6	TANCEM Officers Association	15	12.5

### Distribution of Respondents by their Perception of Conflict Management Strategies

Sl. No	Various Dimensions of conflict Management Strategies	No. of Respondents (N = 120)	Percentage
1	<b>Solution Orientation</b>		
	Low	32	26.6
	Moderate	59	49.2
	High	29	24.2
2	<b>Non Confrontational</b>		
	Low	30	25.0
	Moderate	62	51.7
	High	28	23.3
3	<b>Control</b>		
	Low	31	25.8
	Moderate	57	47.5
	High	32	26.7
4	<b>Conflict Management Strategies (Over all Total)</b>		
	Low	46	38.3
	Moderate	44	26.7
	High	30	25.0

**Karl Pearson's coefficient of correlation between the Age of the respondents, No. of Children, No. of Dependents, Work Experience, and their Conflict Management Strategies**

Sl. No	Dimensions	Correlation Coefficients (N = 120)			
		Age	No. of Children	No. of Dependents	Work Experience
1.	Solution Orientation	-0.011	-0.025	-0.026	-0.056
2.	Non Confrontational	0.082	-0.072	-0.185*	0.102
3	Control	0.092	0.107	-0.013	0.094
4	Conflict Management Strategies (Over all Total)	0.015	-0.017	-0.052	-0.024

\*significant at 0.05 level

**Inter Correlation Matrix between the Major sub Dimensions**

Dimensions	Solution Orientation	Non Confrontational	Control	Conflict Management Strategies (Over all Total)
Solution Orientation	1.000			
Non Confrontational	0.210*	1.000		
Control	-0.002	0.390**	1.000	
Conflict Management Strategies (Over all Total)	0.971**	0.394**	0.204*	1.000

\*significant at 0.05 level    \*\* Significant at 0.01 level

**Association between Educational Qualification and their Conflict Management Strategies**

Sl. No	Educational Qualification	Conflict Management Strategies (N =120)			X <sup>2</sup>
		Low	Moderate	High	
1.	<b>Solution Orientation</b>				11.597 df = 8 P >0.05 Not Significant
	SSLC	13	15	08	
	ITI	09	15	04	
	Diploma	01	09	04	
	UG	06	17	07	
PG	03	03	06		
2.	<b>Non confrontation</b>				5.240 df = 8 P >0.05 Not Significant
	SSLC	11	19	06	
	ITI	07	05	06	
	Diploma	03	09	02	
	UG	07	14	09	
PG	02	05	05		
3	<b>Control</b>				3.132 df = 8 P >0.05 Not Significant
	SSLC	09	17	10	
	ITI	06	16	06	
	Diploma	05	04	05	
	UG	08	14	08	
PG	03	06	03		

4	<b>Conflict Management (T)</b>				
	SSLC	16	10	10	3.922 df = 8 P >0.05 Not Significant
	ITI	09	03	06	
	Diploma	05	06	03	
	UG	13	10	07	
PG	03	05	04		

#### Association between Monthly Income and their Conflict Management Strategies

Sl. No	Monthly Income	Conflict Management Strategies (N =120)			X <sup>2</sup>
		Low	Moderate	High	
1.	<b>Solution Orientation</b>				7.213 df = 6 P >0.05 Not Significant
	5000-10000	24	41	20	
	10001-15000	07	13	04	
	15001-20000	01	04	02	
	20001-25000	01	01	03	
2.	<b>Non confrontation</b>				2.747 df = 6 P >0.05 Not Significant
	5000-10000	20	45	20	
	10001-15000	07	13	04	
	15001-20000	02	03	02	
	20001-25000	01	01	02	
3	<b>Control</b>				4.263 df = 6 P >0.05 Not Significant
	5000-10000	20	43	22	
	10001-15000	08	10	06	
	15001-20000	03	02	02	
	20001-25000	00	02	02	
4	<b>Conflict Management(T)</b>				5.992 df =6 P >0.05 Not Significant
	5000-10000	31	30	24	
	10001-15000	12	09	03	
	15001-20000	00	02	02	
	20001-25000	00	02	02	

#### Association between Place of Birth of the respondents and their Conflict Management Strategies

Sl. No	Place of Birth	Conflict Management Strategies (N =120)			X <sup>2</sup>
		Low	Moderate	High	
1.	<b>Solution Orientation</b>				1.367 Df = 4 P >0.05 Not Significant
	Village	20	36	16	
	Town	11	19	12	
	City	01	04	01	
2.	<b>Non confrontation</b>				2.683 Df = 4 P >0.05 Not Significant
	Village	19	38	15	
	Town	10	22	10	
	City	01	02	03	

3	<b>Control</b> Village Town City	18 12 01	36 18 03	18 12 02	0.862 Df = 4 P >0.05 Not Significant
4	<b>Conflict Management (T)</b> Village Town City	31 14 01	23 18 03	18 10 02	20786 Df =4 P >0.05 Not Significant