

A Novel Study on Conflict Management in a Plastic Industry

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Abstract: Conflict is a fact of life. Although many people think only of it as ugly or unfortunate results, some conflict is actually necessary and good. It all depends on how a particular conflict is handled. Conflict may be defined as a struggle or contest between people with opposing needs, ideas, beliefs, values or goals. Conflict on team is inevitable; however, the results of conflict are not predetermined. Conflict might escalate and lead to non-productive results, or conflict can be beneficially resolved and lead to quality products. Therefore learning to manage conflict is integral to a high-performance team.

. This research is carried out to gain practical knowledge about the Conflict Management in a Plastic industry. The main objective is to study the Conflict Management (CM) and its impact on employee and employer relations with reference to a Plastic industry. The research design used for the study is descriptive. The type of sampling technique used for the study is convenience sampling. The tool for data collection is a structured questionnaire. The statistical tools such as Chi-square test, Correlation analysis, ANOVA are used. The study reveals that employees are satisfied with various factors such as working condition, medical facilities, working hours etc. The study also reveals that employees are having moderate level of stress and employees are satisfied with medical facilities.

Keywords: CM, Plastic industry, Descriptive research design, Convenience sampling

Introduction

Conflict may be defined as a struggle or contest between people with opposing needs, ideas, beliefs, values or goals. Conflict on team is inevitable; however, the results of conflict are not predetermined. Conflict might escalate and lead to non-productive results, or conflict can be beneficially resolved and lead to quality products. Therefore learning to manage conflict is integral to a high-performance team. Although very few people looking for conflict, more often than not, conflict result because of miscommunication between people with regard to their needs, ideas, goals, beliefs or values. Conflict management is the principle that all conflicts cannot necessarily be resolved, but learning how to manage conflict can decrease the odds of non-productive escalation.

Need for the Study

The need for the study is to find the attachment prevailing among the employees, employees & employers and employees to resolve the problems. The study is conducted to find out the approaches followed in the organisation regarding the conflict management and further improvement can be done to improve the conflict management process.

Objectives of the Study

- To study about the conflict management process in a Plastic company.
- To know the opinion and views of employees on different conflict management approaches
- To study the improvement of employees relationship with the organization after resolving of the conflicts

Conflict Management in a Plastic Industry

Plastics industry is one of the fastest growing industries in India. It has expanded at ~8% CAGR over the last five years to reach ~8.5 MnTPA (million tonnes per annum) To manufacture finished products, polymers are processed through various types of techniques namely extrusion, injection moulding, blow moulding and rotor moulding. India has significant production capacity of Plastics. Polyethylene (PE) continues to be the largest commodity with LLDPE experiencing the

fastest growth in this category. Current polymer capacities are mostly under-utilized with an operating efficiency varying from 66%-86%, except for PVC, where production matches with capacity. PVC is one of the major products where capacity growth in past had been significantly lagging demand growth.

Literature Review

Anna Saiti (2013), Conflict may occur in any organization (and hence school) and, for schools, conflict management style is a joint activity and the degree of its effectiveness determines the type of impact of conflict on school performance. This empirical study investigates the potential sources of conflict in Greek primary schools, determine appropriate approaches for the handling of conflicts and offers recommendations, based on the findings, for a more creative conflict management style in order to enhance school performance. Anonymous questionnaires were distributed to primary school educators in two Greek regions, one of which was the metropolitan area of Athens, resulting in a sample of 414 completed questionnaires. The results showed that school conflicts often arise in the school and that when school conflicts did occur they were mainly attributed to both interpersonal and organizational reasons. This study supports the view that integration, collaboration and coherence are the key factors for cultivating a constructive conflict management strategy and enhancing better school performance.

Kenan Spaho (2013), Conflicts are something normal in any organization because people have different opinions and among them, there are people who cannot accept other people's different opinions. It was first believed that conflicts were something that might destroy manager's authority but studies in the 1970s showed that conflicts could have a positive, as well as a negative side. There is a common agreement that it is very dangerous for an organization to have both too many conflicts, as well as not to have any conflicts. For the purpose of this paper, conflict management is analyzed as a contemporary field of management, while managers are analyzed in terms of their role in conflict management.

Larry W. Hughes (2013), Research shows that employees fit into five different modes when faced with conflict in a workplace setting. Evidence provided in this study supports the practice of training managers how to respond to conflict in order to manage organizational conflict. Managers can use one of many different styles when attempting to resolve conflict; however, it is important to note that there is not one style that fits all situations.

Barrister Ebe Oni-Ojo (2014), in today's business atmosphere, conflict in the workplace is a noteworthy issue; therefore, handling conflicts in organizations is essentially very important as organizations that fail to address conflicts properly are likely to run into problems because conflict is integral in organizational life and has both likely benefits and costs. To address the situation of conflicts, lately since 1970s organizations have turned to the use of alternative dispute resolution (ADR), in resolving workplace conflicts. This article therefore presents the authors' thoughts on why organizations should use ADR to manage workplace conflicts;

Johansen, Mary L.(2014) Handling conflicts in an efficient and effective manner results in improved quality, patient safety, and staff morale, and limits work stress for the caregiver. The manager must approach this challenge thoughtfully because it involves working relationships that are critical for the unit to function effectively—the manager and other members of the interdisciplinary healthcare team who must collaborate while navigating responsibilities and roles that often overlap. To handle situations of conflict, the manager must have the skills to help effectively resolve them. Effective resolution and management of a conflict requires clear communication and a level of understanding of the perceived areas of disagreement.

Bahaudin G. Mujtaba (2015), the goal of this paper is to look into current conflict management practices, research their compliance with the diverse workplace environment and analyze the effectiveness of conflict management procedures in the modern society based on workplace diversity and gender differences. The article reviews the literature on conflict management, evolution of main principles in the society, and differences in attitudes of conflict management techniques based on gender characteristics. We dwell upon conflict structures, types, and challenges that may occur at a diverse workplace when managing conflicts and speak about the role of managers in the diverse working environment. Subsequently, the paper suggests conflict management strategies for managers and employees.

Olukayode Longe (2015), this study investigated the impact of workplace conflict management on organizational performance in a Nigerian manufacturing firm. Participants comprised 250 employees selected through the use of stratified random sampling technique. Data were generated through the use of validated structured questionnaire. Employing Spearman correlation analysis, the results of the empirical tests showed a significantly positive relationship between conflict management strategies (collective bargaining, compromise, and accommodation) and organizational performance.

Research Methodology

Descriptive research design is adopted for the study. The data required for the study has been collected from the questionnaire method (primary source). This study is based on the survey conducted in Plastic Company, Chennai. 270 samples were collected on convenient sampling method. To have a meaningful analysis and interpretation of various data collected chi-square test, Correlation analysis and ANOVA were made for this study.

Results & Discussion

Table 1. Demographic profile of the respondents

Variables with Category	Respondents	
	No.	%
Age		
<20 years	31	11.5
20-25 years	60	22.2
25-30 years	58	21.5
30-35 years	79	29.3
>35 years	42	15.6
Total	270	100.0
Gender		
Male	164	60.7
Female	106	39.3
Total	270	100.0
Educational Qualification		
SSLC	21	7.8
Hsc	28	10.4
Diploma	78	28.9
Graduate	100	37.0
Pg	43	15.9
Total	270	100.0
Experience		
<1 year	36	13.3
2-4 years	85	31.5
5-10 years	101	37.4
>10 years	48	17.8
Total	270	100.0

Table No.5 Table showing respondents opinion about factor that affect conflict

	Frequency	Percent	Valid Percent	Cumulative Percent
Status	33	12.2	12.2	12.2
Incompatibility	69	25.6	25.6	37.8
Stress	43	15.9	15.9	53.7
Seeking power	73	27.0	27.0	80.7
Weak leadership	52	19.3	19.3	100.0
Total	270	100.0	100.0	

Interpretation:

From the above table it is inferred that 27.0% of the respondents seeking power of the factor affect conflict, 25.6% of the respondents incompatibility of the factor affect conflict, 19.3% of the respondents weak leadership of the factor affect conflict, 15.9% stress of the factor that affect conflict, 12.2% of the respondents stress of the factor affect conflict.

Table No.6 Table showing respondent opinion between the relationship between the employer and employees.

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly agree	66	24.4	24.4	24.4
Agree	41	15.2	15.2	39.6
Neutral	61	22.6	22.6	62.2
Disagree	53	19.6	19.6	81.9
Strongly disagree	49	18.1	18.1	100.0
Total	270	100.0	100.0	

Interpretation

From the above table it is inferred that 24.4% of the respondents strongly agree that the relationship between the employer and employee, 22.6% of the respondents neutral, 19.6% of the disagree, 18.1% of the respondents strongly disagree, 15.2% of the respondents agree that the relationship between the employer and employee.

Table No.7 correlation analysis between the experience of the respondents and type of the conflict occurs in organization

Ho : There is no relationship between experience of employees and type of conflict in organization.

H1 : There is a relationship between experience of employees and type of conflict in organization.

Correlation

		Experience of employees	Type of approach occurs in organisation	
experience of employees	Pearson	1	.104	
	Correlation			
	Sig. (2-tailed)			.087
	N			270
Type of approach occurs in organisation	Pearson	.104	1	
	Correlation			
	Sig. (2-tailed)			.087
	N			270

Result:

At 5% level of significance, the correlated value (0.136) is greater than zero; therefore reject null hypothesis we accept the alternative hypothesis (H1) therefore there is a correlation between experience of the respondent and to type of conflict occurs in organisation

TABLE 8 Table showing significant relationship between the conflict management is physically organised and exclaims that enhancement of learning and group outcomes

H0: There is no association between conflict management is physically organised and exclaims that Enhancement of learning and group outcomes

H1: There is an association between conflict management is physically organised and exclaims that enhancement of learning and group outcomes

Conflict management is physically organised * Enhancement of learning and group outcomes Cross tabulation

Count		Enhancement of learning and group outcomes					Total
		Strongly agree	Agree	Neutral	Disagree	Strongly disagree	
conflict management physically organised	Very good	30	24	5	6	0	65
	Good	16	26	11	11	10	74
	Neutral	25	15	32	0	0	72
	Very bad	10	0	5	5	12	32
	Bad	0	0	17	5	5	27
Total		81	65	70	27	27	270

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	1.285E2 ^a	16	.000
Likelihood Ratio	156.848	16	.000
Linear-by-Linear Association	35.806	1	.000
N of Valid Cases	270		

a. 4 cells (16.0%) have expected count less than 5. The minimum expected count is 2.70.

Result:

For an association exist between the two variables, the significant value must be less than 0.05. In this significance is lesser than 0.05. Therefore Ho is accepted. Hence there is no association between conflict management is physically organised and enhancement of learning and group outcomes

Table No.9 Table showing analysis of variance (ANOVA)

Ho : There is no significant difference between conflict program and considering employees suggestion while taking any decisions.

H1 : There is a significant difference between conflict program and considering employees suggestion while taking any decisions.

ANOVA

Satisfied with the organisation

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	31.844	4	7.961	4.359	.002
Within Groups	484.008	265	1.826		
Total	515.852	269			

Multiple Comparisons

Satisfied with the organisation
TukeyHSD

(I) Approach given during conflict occurs	(J) Approach given during conflict occurs	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
Highly satisfied	Satisfied	.199	.247	.928	-.48	.88
	Neutral	.391	.248	.514	-.29	1.07
	Dissatisfied	1.004*	.253	.001	.31	1.70
	Highly dissatisfied	.325	.279	.771	-.44	1.09
Satisfied	Highly satisfied	-.199	.247	.928	-.88	.48
	Neutral	.191	.250	.940	-.50	.88
	Dissatisfied	.804*	.255	.015	.11	1.50
	Highly dissatisfied	.126	.281	.992	-.65	.90
Neutral	Highly satisfied	-.391	.248	.514	-1.07	.29
	Satisfied	-.191	.250	.940	-.88	.50
	Dissatisfied	.613	.256	.119	-.09	1.31
	Highly dissatisfied	-.065	.282	.999	-.84	.71
Dissatisfied	Highly satisfied	-1.004*	.253	.001	-1.70	-.31
	Satisfied	-.804*	.255	.015	-1.50	-.11
	Neutral	-.613	.256	.119	-1.31	.09
	Highly dissatisfied	-.678	.286	.127	-1.46	.11
Highly dissatisfied	Highly satisfied	-.325	.279	.771	-1.09	.44
	Satisfied	-.126	.281	.992	-.90	.65
	Neutral	.065	.282	.999	-.71	.84
	Dissatisfied	.678	.286	.127	-.11	1.46

*. The mean difference is significant at the 0.05 level.

Result

For an association to exist between the two variables, the significant value must be less than 0.05 (for 95% level). Therefore H_0 is accepted. There is a significant difference between the conflict program increases and consider your suggestion while taking any decisions.

Conclusion

In a Plastic company the conflict will be arising at all employees to the maximum, and no discrimination is shown. Emerging conflicting parties, promoting change and increasing organisation effectiveness are some of the positive consequences of conflict. Enough funds can be spent to the employees, so that the conflict will be worthy and this also helps the company to achieve its goal in a very short run. Management within the manufacturing companies must recognize the fact that when conflicts are properly managed using appropriate communication channels, there is always trust between them and employees. This will further save time on misunderstanding and improve upon relationships at work which translate to increment in performance. Since employees instead of dwelling and spending time on how he or she is treated regarding a particular problem will have confident in management and share to be resolved.

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