

## “The Study of Conflict Management” in Universal Biocon Pvt. Ltd.

**Mr.Sachin Wadekar,**

Assistant Professor,

ZES'S Zeal College of Engineering and Research Department of MBA, Narhe Pune.

### Abstract:

The practice of recognizing and dealing with disputes in a rational, balanced and effective way. Conflict management implemented within a business environment usually involves effective communication, problem resolving abilities and good negotiating skills to restore the focus to the company's overall goals.

**“Conflict management is the practice of identifying and handling conflict in a sensible, fair and efficient manner.”**

Conflict frequently arises in the workplace. Goal incompatibility between groups or individuals, differentiation, task interdependence, scarce resources, ambiguity, and communication problems can all lead to a situation that promotes conflict. There are a number of conflict management styles that can be used to effectively resolve such conflicts: competing, collaborating, compromising, avoiding, and accommodating. However, although each individual has his/her own preferred conflict management style, not every style is optimally effective in every conflict situation. To maximize the effectiveness of conflict management efforts, management and parties to the conflict need to be aware of their short- and long-term goals and strategies for both the task and the people involved, their personal involvement and emotions in the conflict, their personal conflict management style, and which styles work best in which situations.

**Keywords-** Conflict Management, Workplace Stability, Conflict Management Style.

### Introduction:

**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. **Conflict management** is the process of limiting the negative aspects of conflict while increasing the positive aspects of conflict. The aim of conflict management is to enhance learning and group outcomes; including effectiveness or performance in organizational setting properly managed conflict can improve group outcomes.

Organizational conflict at the interpersonal level includes disputes between peers as well as supervisor-subordinate conflict. [Party-directed mediation](#) (PDM) is a mediation approach particularly suited for disputes between co-workers, colleagues or peers, especially deep-seated interpersonal conflict, multicultural or multiethnic disputes. The mediator listens to each party separately in a pre-caucus or pre-mediation before ever bringing them into a joint session. Part of the pre-caucus also includes coaching and role plays. The idea is that the parties learn how to converse directly with their adversary in the joint session. Some unique challenges arise when organizational disputes involve supervisors and subordinates. The Negotiated Performance Appraisal (NPA) is a tool for improving communication between supervisors and subordinates and is

particularly useful as an alternate mediation model because it preserves the hierarchical power of supervisors while encouraging dialogue and dealing with differences in opinion.

**Objective:**

1. To study of Conflict Management.
2. To understand the process of Conflict Management.
3. To understand the Types of conflict management.
4. To understand the causes & prevention of conflicts Management.

**Review Literature:**

\*Types of conflict –

- **Interpersonal conflict** refers to a conflict between two individuals. This occurs typically due to how people are different from one another. We have varied personalities which usually results to incompatible choices and opinions.
- **Intrapersonal conflict** occurs within an individual. The experience takes place in the person's mind. Hence, it is a type of conflict that is psychological involving the individual's thoughts, values, principles and emotions. Interpersonal conflict may come in different scales, from the simpler mundane ones like deciding whether or not to go organic for lunch to ones that can affect major decisions such as choosing a career path.
- **Intragroup conflict** is a type of conflict that happens among individuals within a team. The incompatibilities and misunderstandings among these individuals lead to an intragroup conflict. It is arises from interpersonal disagreements (e.g. team members have different personalities which may lead to tension) or differences in views and ideas (e.g. in a presentation, members of the team might find the notions presented by the one presiding

to be erroneous due to their differences in opinion).

- **Intergroup conflict** takes place when a misunderstanding arises among different teams within an organization. For instance, the sales department of an organization can come in conflict with the customer support department. Conflict may seem to be a problem to some, but this isn't how conflict should be perceived. On the other hand, it is an opportunity for growth and can be an effective means of opening up among groups or individuals. However, when conflict begins to draws back productivity and gives way to more conflicts, then conflict management would be needed to come up with a resolution.

\*General Causes of Conflict -

- 1) Incomplete/Inaccurate Data.
- 2) Relationship Issues.
- 3) Differing Values.
- 4) Structural (Institutional).
- 5) Differing or Competing Interests.
- 6) Limited Resources.

\*Effects of conflict in organization-

1. **Stress** –Conflict is such thing which create dispute between employee or between others. so, its stage where so many people got frustrated and its reactions resulted into a stress. It definitely create impact on your work as well as certain employee or person can also loose his mental stability.
2. **Absenteeism** –Whenever conflict take place in certain organization many times people thought that its better to avoid certain person and he or she don't present on workplace. absenteeism is more in case of conflict. As per human tendency people tries to avoid others because they don't want to face them again.
3. **Staff turnover** –The main goal or aim of any organization is to increase profit, profit can be increase with the help of staff turnover. So, staff turnover plays vital role in the organization. after conflict happening in the organization

worker can't get exact co-ordination from others due to the disputes and it finally make impact on staff turnover.

4. **De-motivation** –Conflict is process where too many things take place and worker get frustrated. Many a times conflict happens between top level management Vs workers, at that time worker loose the wheel power of doing work and they got De-motivated and they don't work perfectly.

How to prevent conflicts ?

- By Frequently meeting with your team.
- Allowing your team to express openly.
- You can Share objectives in front of all.
- Having a clear and detailed job description.
- By Distributing task properly and fairly.
- You should Never criticize team members publicly.
- Always be fair and just with your team.
- Being a role model for them.

By following above techniques we can avoid or prevent the conflict.

**GRAPH NO.1**



Interpretation –

From the above graph it shows that 67% respondent are aware about conflict management, while 33 % respondent are not aware of conflict management.

2) Are you agree on that there are conflicts in every Organization?

TABLE NO.2

Sr.no.	Particulars	Respondents	Percentage
1	Agree	25	83.33
2	disagree	5	16.67
		30	100

**Research Methodology**

It is descriptive study.

**Primary Data:**

Primary data are the data gathered for the specific research project and are directly taken from the very source of information.

- Responses of Employees through Questionnaire,
- Discussion
- Observation

**SAMPLING DESIGN:** It involves Non Probability Convenience sampling technique.

**SAMPLE SIZE:** 30

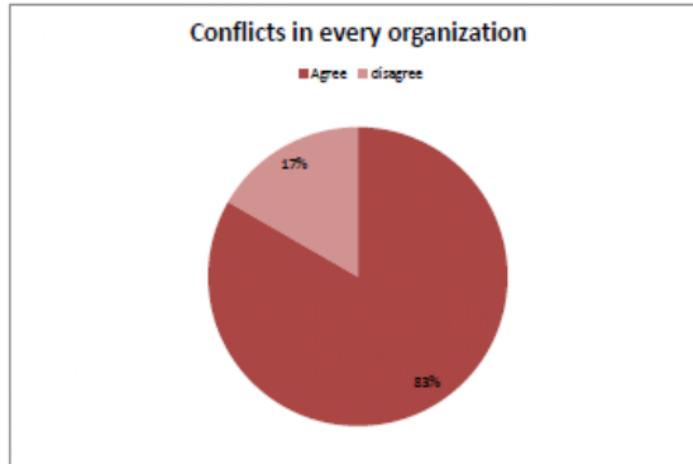
➤ **DATA ANALYSIS & INTERPRATION:**

1) Are you aware regarding conflict management?

TABLE NO.1

Sr.no.	Particulars	Respondents	Percentage
1	Yes	20	66.67
2	No	10	33.33
	Total	30	100

GRAPH NO.2



Interpretation –

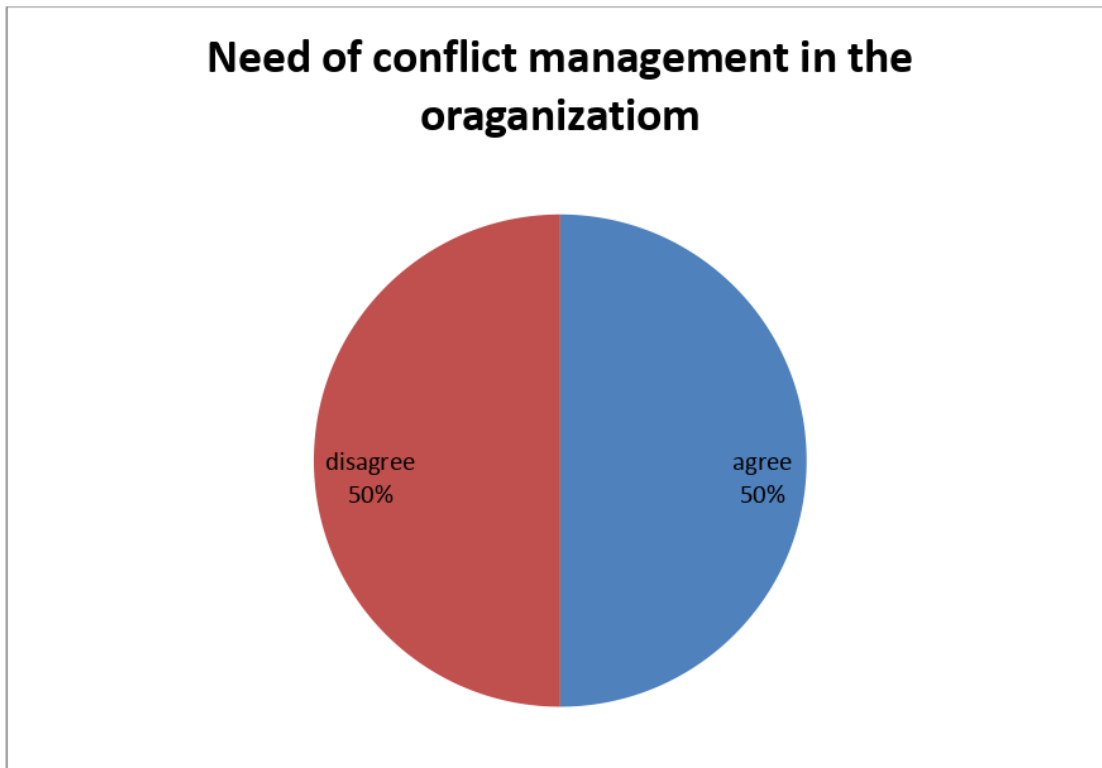
From the above graph it shows that 83 % respondent are agree that there is conflict in every organization,while 17% respondent are not agree that there is conflict in every organization.

3) Do you agree that the implementation of conflict management is needed in every organization?

TABLE NO.3

Sr.no.	Particulars	Respondents	Percentage
1	agree	15	50
2	disagree	15	50
	Total	30	100

GRAPH NO.3



Interpretation –

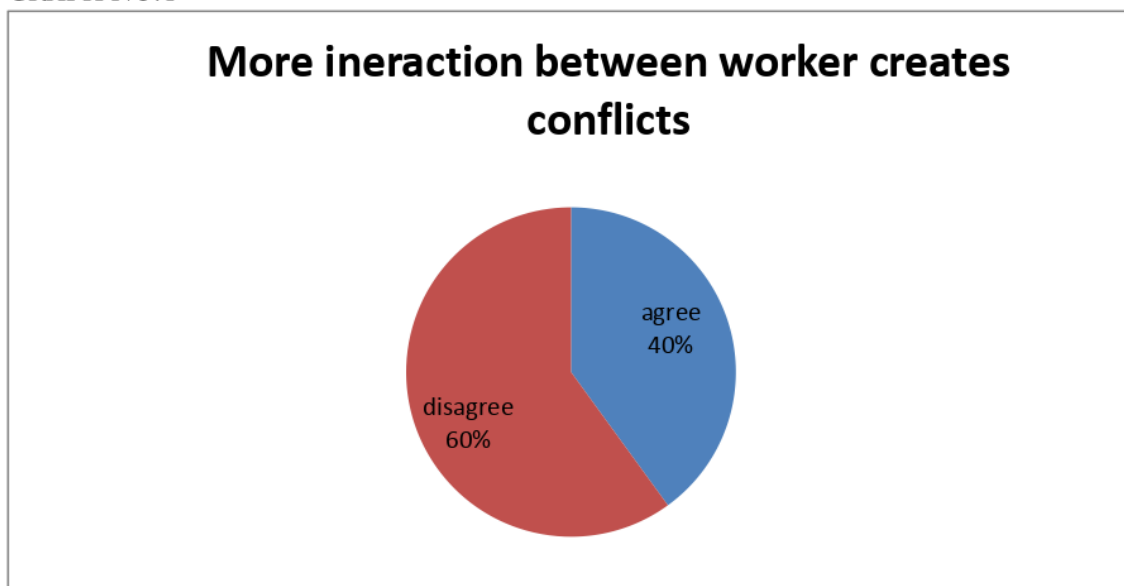
From the above graph it shows that 50% respondent are agree that their is Need of conflict management in the organization, while 50% respondent are disagree for the same.

4) Are you agree that more interaction between workers create conflicts?

TABLE NO.4

Sr.no.	Particulars	Respondents	Percentage
1	Agree	12	40
2	Disagree	18	60
	Total	30	100

GRAPH NO.4



Interpretation –

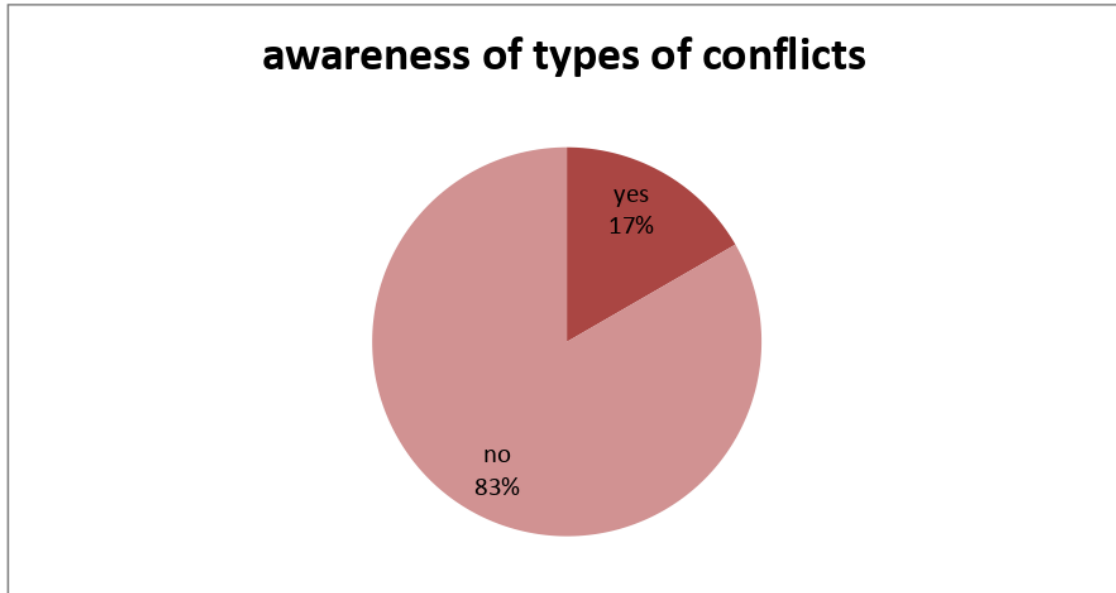
From the above graph it shows that 60 % respondent are agree that more interaction between workers create conflicts, while 40% respondent are disagree for the same.

5) Are you aware of type of conflicts?

TABLE NO.5

Sr.no.	Particulars	Respondents	Percentage
1	Yes	5	16.67
2	No	25	83.33
	Total	30	100

GRAPH NO.5



Interpretation –

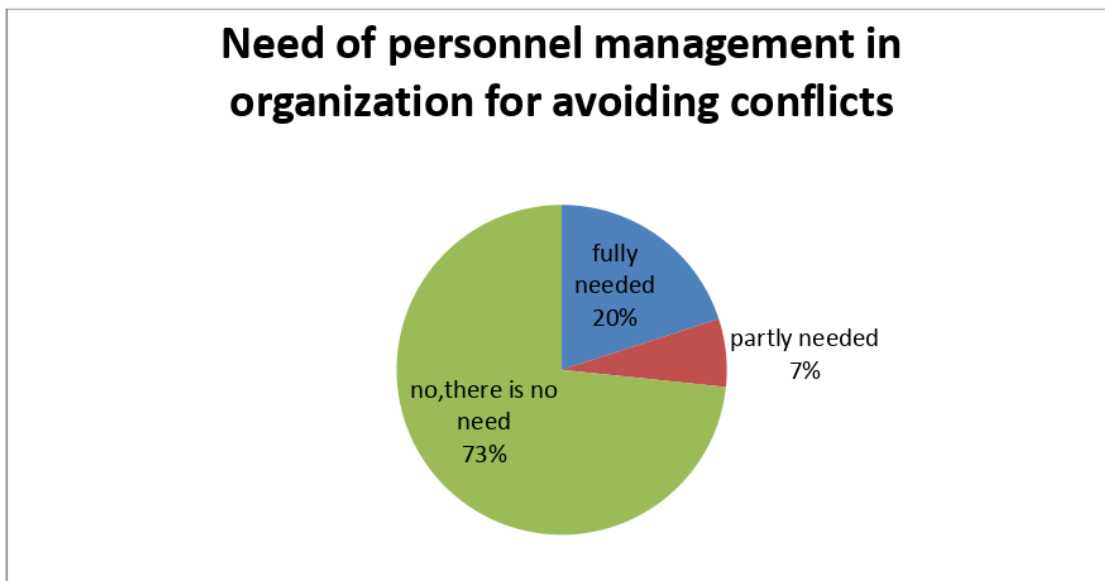
From the above graph it shows that 83 % respondent is not aware of types of conflicts, while 17% respondents are aware of types of conflicts.

6) Is their need of personnel management in organization for avoiding conflicts?

TABLE NO.6

Sr.no.	Particulars	Respondents	Percentage
1	Fully needed	6	20
2	Partly needed	2	6.67
3	No, there is no need	22	73.33
	Total	30	100

GRAPH NO.6



Interpretation –

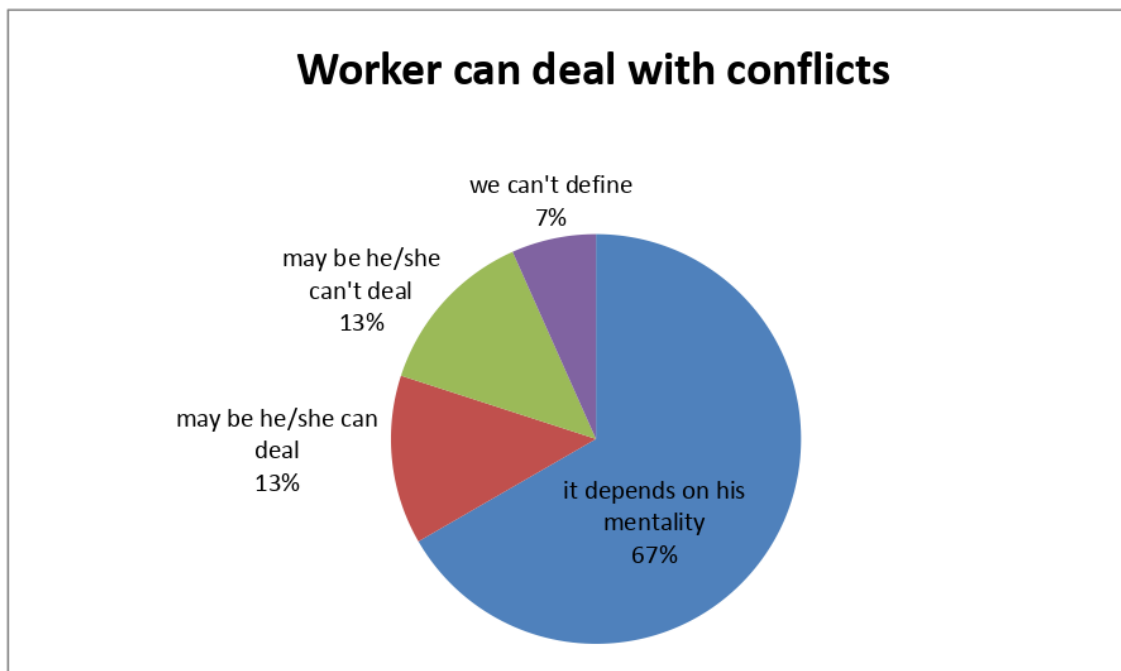
From the above graph it shows that 73% respondent are saying there is no need of personnel management in organization for avoiding conflicts, 20%people are saying its fully needed for avoiding conflicts in the organization and 7% people are saying its partly needed for avoiding conflicts in the organization.

7) Does workers in organization deal with conflicts?

TABLE NO.7

Sr.no.	Particulars	Respondents	Percentage
1	It depends on his Psychological condition	20	66.67
2	May Be He/She Can Deal	4	13.33
3	May Be He/She Can't Deal	4	13.33
4	We Can't Define	2	6.67
	Total	30	100

GRAPH NO.7



Interpretation –

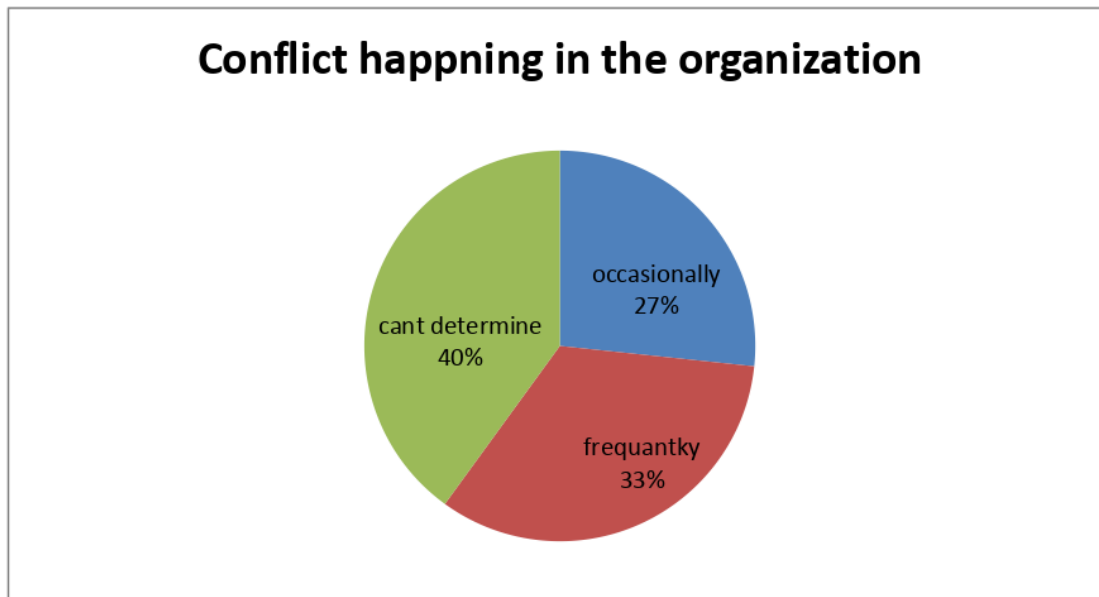
67% respondents are saying that it depends on his psychological condition to deals with conflicts, 13% respondents are saying may be he/she can deal ,another 13% respondents are saying may be he/she can't deal and remaining 7% respondent can't define for the same.

8) What do you know that how frequently conflicts are happening in the organization?

TABLE NO.8

Sr.No.	Particulars	Respondents	Percentage
1	Occasionally	8	26.67
2	Frequently	10	33.33
3	cant determine	12	40
	Total	30	100

GRAPH NO.8



Interpretation –

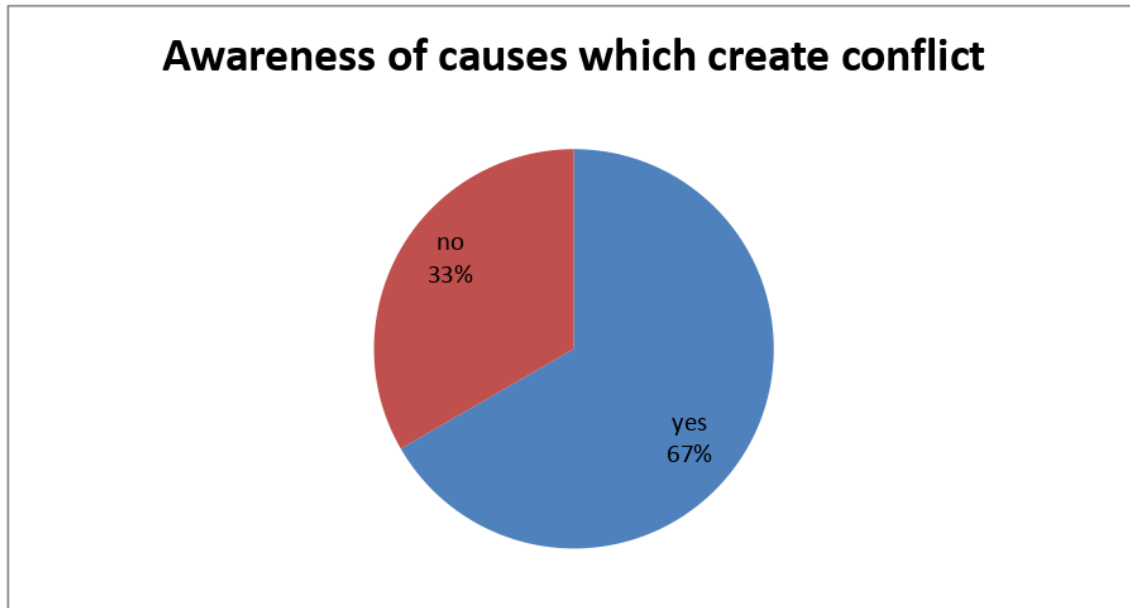
From the above graph it shows that 40 % respondent are saying conflict is daily happening in the organization, 27% respondent are saying that its weekly happening ,other 13% respondent are saying that its monthly happening and remaining 20% respondent are saying that they cant determined.

9) Is there any special causes which creates conflicts?

TABLE NO.9

Sr.no.	Particulars	Respondents	Percentage
1	yes	20	66.67
2	no	10	33.33
	Total	30	100

GRAPH NO.9



Interpretation –

From the above graph it shows that 67% respondent are saying that they are aware of some causes which creates conflicts, while 33% respondent are not aware of some causes which creates conflicts.

10) Are you agree that following are the causes which create conflict? Give your opinion by making tick on the option.

TABLE NO.10

Sr.no.	Particulars	Respondents	Percentage
1	poorly define goals	9	30
2	different personal value	6	20
3	unclear rules	5	16.67
4	lack of trust	10	33.33
	Total	30	100

GRAPH NO.10



Interpretation –

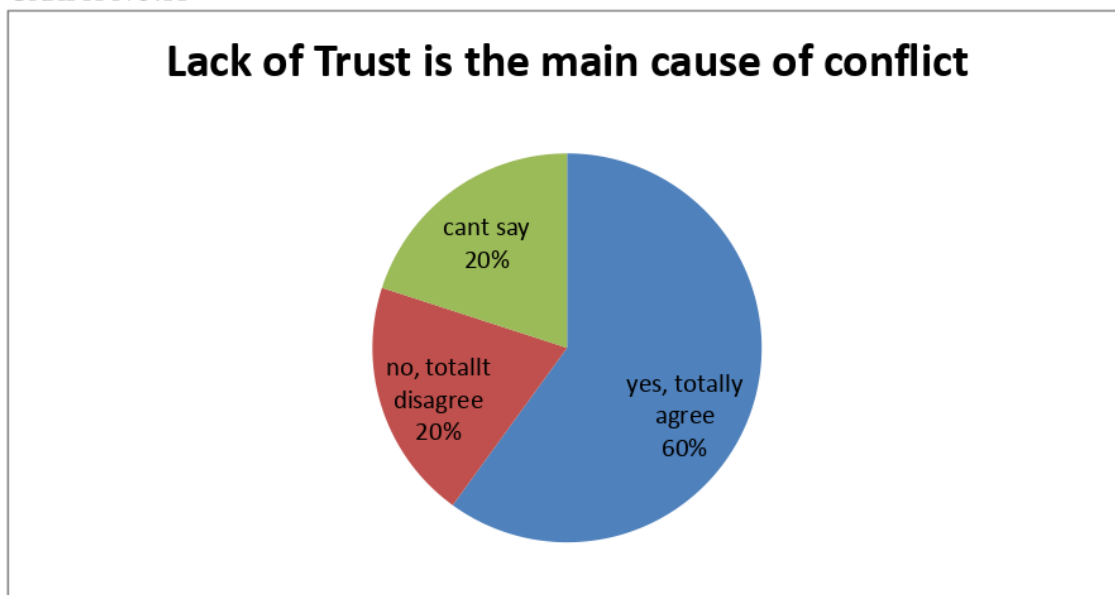
From the above graph it shows that 33% respondent are saying Lack of trust is the cause which creates conflict, 30% respondent are saying poorly define goals is the cause which creates conflict, other 20% respondent are saying different personal value is the cause which creates conflict and remaining 17% respondent are saying that unclear rules are the cause which create conflicts.

11) Are you agree that lack of trust is the main cause in conflicts?

TABLE NO.11

Sr.no.	Particulars	Respondents	Percentage
1	yes, totally agree	18	60
2	no, totally disagree	6	20
3	cant say	6	20
	Total	30	100

GRAPH NO.11



Interpretation –

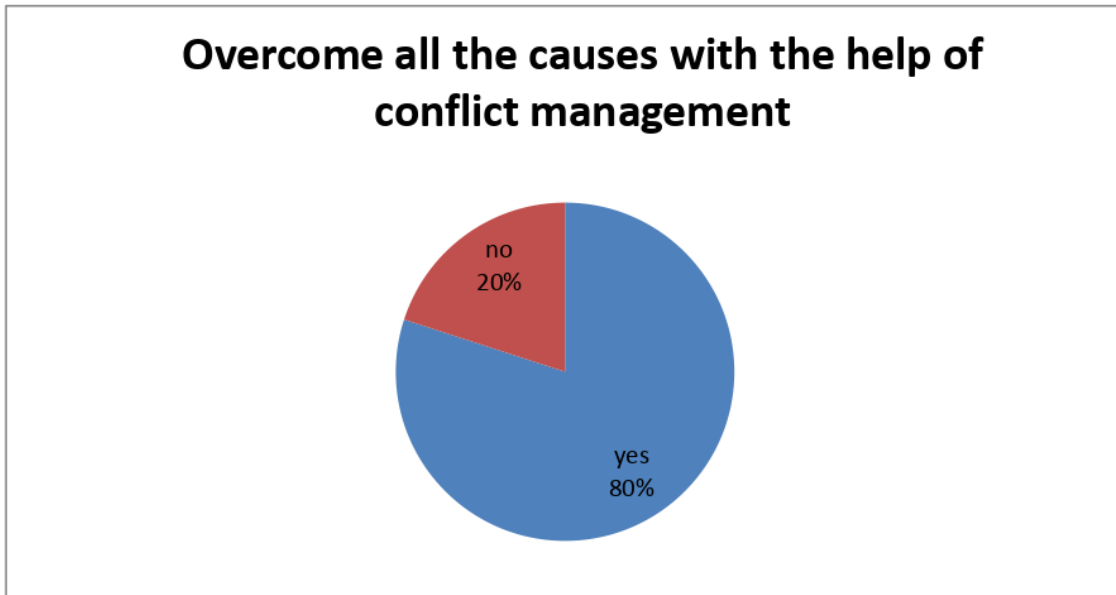
From the above graph it shows that 60 % respondent are totally agree that lack of trust is main cause of conflict , 20% respondent are totally disagree and remaining 20% respondents unable to interpret for the same.

12) As per you, can we overcome all the causes with the help of conflict management?

TABLE NO.12

Sr.no.	Particulars	Respondents	Percentage
1	yes	24	80
2	no	6	20
	Total	30	100

GRAPH NO.12



Interpretation –

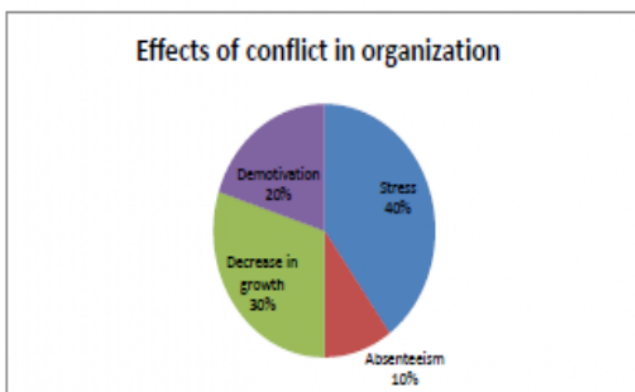
From the above graph it shows that 80% respondent are saying we can overcome all the causes with the help of conflict management and remaining 20% respondents are saying we can't overcome all the causes with the help of conflict management.

13) What effects happened in organization because of conflicts?

TABLE NO.13

Sr.no.	Particulars	Respondents	percentage
1	Stress	12	40
2	Absenteeism	3	10
3	Decrease in growth	9	30
4	Demotivation	6	20
	Total	30	100

GRAPH NO.13



Interpretation –

From the above graph it shows that 40% respondent are saying stress is the effect which happened in organization because of conflicts, other 30% respondent are saying Decrease in growth is the effect appended in organization because of conflicts ,another 20% respondent are saying Demotivation is the effect which happened in organization because of conflicts and remaining 10% respondent are saying absenteeism is the effect for the sa

14) Can we overcome the conflict by utilizing the different methods?

TABLE NO.14

Sr.no.	Particulars	Respondents	Percentage
1	Yes	20	66.66
2	No	10	33.33
	Total	30	100

GRAPH NO.14



Interpretation –

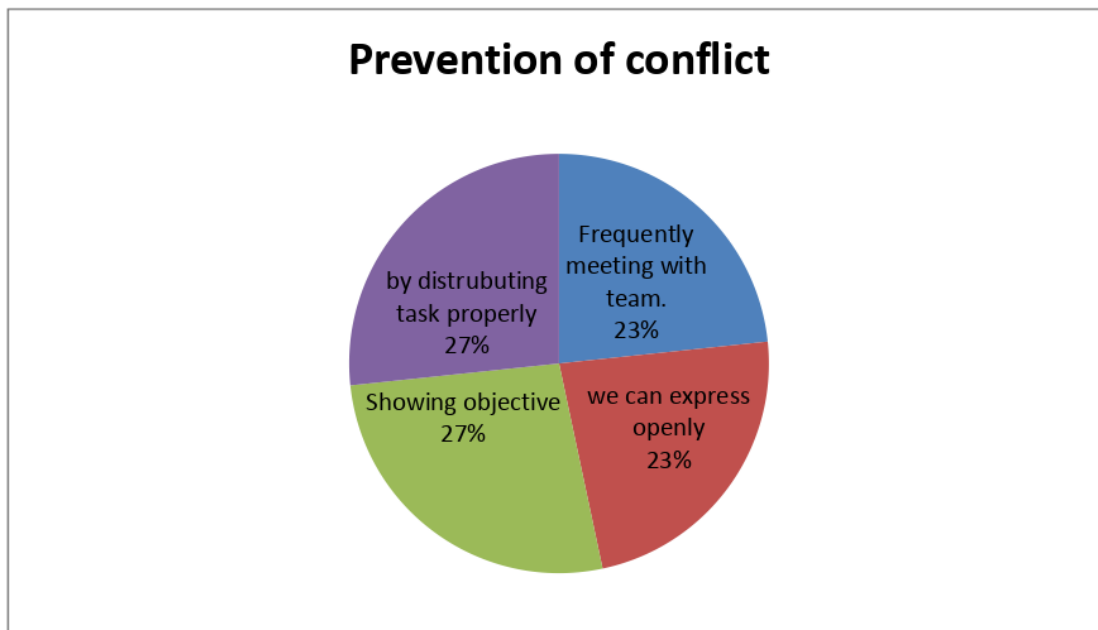
From the above graph it shows that 67 % respondent are saying we can overcome the conflict by utilizing the different methods, 33% respondent are saying we can't overcome the conflict by utilizing the different methods.

15) Are you agree that by using following option we can prevent conflicts?

TABLE NO.15

Sr.no.	Particulars	Respondents	Percentage
1	Frequently meeting with team.	7	23.33
2	we can express openly	7	23.33
3	Showing objective	8	26.67
4	by distributing task properly	8	26.67
	Total	30	100

GRAPH NO.15



Interpretation –From the above graph it shows that 27 % respondent are agree that by distributing task properly we can prevent the conflict, other 27%respondent are agree that by Showing clear objective we can prevent the conflict, another 23% respondent are agree that by Frequently meeting with team can be prevent the conflict remaining 23% respondent are saying by expressing openly we can prevent the conflict.

**FINDINGS**

- 1) 67% respondent are aware of conflict management, while 33 % respondent are not aware of conflict management.
- 2) 83 % respondent are agree that there is conflict in every organization, while 17% respondent are not agree that there is conflict in every organization.
- 3) 50% respondent are agree that their isNeed of conflict management in the organization, while 50% respondent are disagree for the same.

- 4) 60 % respondent are agree that more interaction between workers create conflicts, while 40% respondent are disagree for the same.
- 5) 83 % respondent are not aware of types of conflicts, while 17% respondent are aware of types of conflicts.
- 6) 73% respondent are saying there is no need of personnel management in organization for avoiding conflicts, 20%people are saying its fully needed for avoiding conflicts in the organization and 7% people are saying its

partly needed for avoiding conflicts in the organization.

7) 67% respondents are saying that it depends on his mentality to deals with conflicts, 13% respondents are saying may be he/she can deal ,another 13% respondents are saying may be he/she can't deal and remaining 7% respondent can't define for the same.

8) 40 % respondent are saying conflict is daily happening in the organization, 27% respondent are saying that its weekly happening ,other 13% respondent are saying that its monthly happening and remaining 20% respondent are saying that they cant determined.

9) 67% respondent are saying that they are aware of some causes which creates conflicts, while 33% respondent are not aware of some causes which creates conflicts.

10) 33% respondent are saying Lack of trust is the cause which creates conflict, 30% respondent are saying poorly define goals is the cause which creates conflict, other 20% respondent are saying different personal value is the cause which creates conflict and remaining 17% respondent are saying that unclear rules are the cause which create conflicts.

11) 60 % respondent are totally agree that lack of trust is main cause of conflict , 20% respondent are totally disagree and remaining 20% respondents unable to interpret for the same.

12) 80% respondent are saying we can overcome all the causes with the help of conflict management and remaining 20% respondents are saying we can't overcome all the causes with the help of conflict management.

13) 40% respondent are saying stress is the effect which happened in organization because

of conflicts, other 30% respondent are saying Decrease in growth is the effect appended in organization because of conflicts ,another 20% respondent are saying Demotivation is the effect which happened in organization because of conflicts and remaining 10% respondent are saying absenteeism is the effect for the same.

14) 67 % respondent are saying we can overcome the conflict by utilizing the different methods, 33% respondent are saying we can't overcome the conflict by utilizing the different methods.

15) 27 % respondent are agree that by distributing task properly we can prevent the conflict, other 27% respondent are agree that by Showing clear objective we can prevent the conflict, another 23% respondent are agree that by Frequently meeting with team can be prevent the conflict remaining 23% respondent are saying by expressing openly we can prevent the conflict.

#### CONCLUSION:

- The study concludes that conflict management process in universal boicon pvt. Ltd determines how an organization should make conflict management to achieve expected results.
- Individuals should understand their own personal triggers to better deal with conflict situations in the workplace.
- Group members should think about other group members early on to identify privately those individuals and behaviors that may push their buttons.
- Conflict is a healthy sign not a negative process.

#### References:

- K Aswathappa, , "Human Resource Management"( 5<sup>th</sup> edition) Tata McGraw-Hill, 2010  
Kothari C R. "Research Methodology-Methods & Techniques" (2<sup>nd</sup> revised edition), New Age International, 2007.