



A STUDY ON INTERPERSONAL CONFLICT MANAGEMENT – ITS PERSPECTIVE AMONG EXECUTIVES AND MANAGERS WITH REFERENCE TO FINANCIAL SECTOR

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Abstract

Introduction

"Conflict Management" is defined by the American Management Association "as recognizing the potential value of conflict for driving change and innovation. This means knowing when to confront, and when to avoid a conflict and understanding the issues around which conflict revolve". It means looking for those win/win solutions and seeking agreement on a solution while eliciting commitment to making it work effectively in points).

Objective of the Study

To establish the effects of outcomes of interpersonal conflict on organizational performance, to examine the perceptions of the employees in the organization under study and to offer suggestions to minimize the inter-personal conflicts and to improve conducive environment for organizational success.

Method of the Study

The study employed both descriptive survey design and explanatory research design. It targeted a population of 650 employees of purposively selected units under study. A sample size comprising 450 employees from M/s Karvy Computer share, Hyderabad and 200 from M/s Anand Rathi, Bangalore were selected using stratified random sampling techniques.

Results of the Study

The parameters identified where they have weak relationship opinion among managerial & executive positions respondents are: Go half-way for a solution with supervisor by subordinates results to gap between expected performances to actual results. Sometimes sacrifice wishes for the wishes of supervisor to generate solutions to problems. Executive's responsibility to smoothen over disagreements by making them appear unimportant with supervisor.

Keywords: Conflict, Interpersonal, Superiors, Manager and Executive.

1. Introduction

"Conflict Management" is defined by the American Management Association "as recognizing the potential value of conflict for driving change and innovation. This means knowing when to confront, and when to avoid a conflict and understanding the issues around which conflict revolve". It means looking for those win/win solutions and seeking agreement on a solution while eliciting commitment to making it work effectively in points. According to Mitchell, the conflict structure consists of three parts: attitudes, behavior and situations that interact and create conflicts between actors. Mitchell's conflict structure simplifies the complex reality in an understandable way. The model was created for political and military conflicts, but is also applicable to the changes in perception of conflicts that the international community has experienced- economic, environmental and human security have become fundamental aspects of international and regional interaction.

1.1 Conflict Management - Conceptual Background

1.1.1 Conflict

Deutsch (1973) A conflict exists whenever incompatible activities occur. One party is interfering, disrupting, obstructing, or in some other way making another party's actions less effective.

1.1.2 Conflicts at Work Place

Conflict is natural and is an inevitable outcome in any group. It should be accepted as a reality. Sometimes, a conflict leads to improvement in group performance and it can be a desirable state. They occur at various levels of the organization, at interpersonal level, and at organizational level. Ideally, in today's competitive business environment, one wants to focus time and energy on competing in the marketplace. Too often, though, it is find people embroiled in conflicts internal to their organizations.

1.2 Statement of the Problem

The management of M/s Karvy Computershare and M/s Anand Rathifeels that the total qualitative productivity in terms of customer/investor services satisfaction of their companies can be further enhanced as per the demand of the Industry requirement. Moreover, researcher argues that companies selected under study have suffered, and are still suffering from the



phenomenon of conflict either between individuals or between groups, departments and organizations. This concept is supported by experts who suggest that the factors causing all types of organizational conflict need to be studied in-depth in the M/s Karvy Computershare and M/s Anand Rathi units.

M/s Karvy Computershare and M/s Anand Rathi companies have consistently faced many problems, such as managerial, technical and financial problems, which have led to low productivity and customer/investor services. Based on the perceived relationship between performance and organizational conflicts, Interpersonal Conflict may be one of the managerial problems causing interpersonal conflict [IPC] in the selected units of the study and will not address the factors that cause other types of Organizational conflict.

In addition, by reviewing the literature on IPC and OC, it has been found that there is no study as yet that has addressed the factors of IPC in M/s Karvy Computershare and M/s Anand Rathi organizations selected for study. Thus, this research gap [research problem] has been identified as there is no known existence of any research under taken on the factors causing IPC in the selected units under study.

1.3 Review of Literature

Mooney (2014) affirmed that conflict naturally arises when employees are discriminated against based on their gender. Workers can have problems relating to one another when there is unfair treatment by management to certain employees. Workers might argue instances of bias as they fight for equality in their place of employment. For example, if a male employee is junior to a female employee but is still promoted ahead of her, it will probably be difficult for the woman to accept this man as a supervisor, and she might argue with management regarding this decision.

Miller and Vaske (2015) used survey analysis to measure the changes in reported interpersonal and social values conflict over a more than 10-year period at the Vail Pass Winter Recreation Area (VPWRA) in central Colorado. The results showed interpersonal conflict decreased over the period for both non-motorized and motorized recreationists. Both groups, however, continue to report interpersonal conflict even with an established zoning system. Despite an established active management approach at the VPWRA, social values conflict among non-motorized recreationists increased over the period. One important finding was that despite a system of zoning at the VPRWA, there are areas with both non-motorized and motorized recreationists present. These mixed-use areas, it was hypothesized, may have been responsible for the lingering interpersonal and social values conflict.

1.4 Reason for Choosing to Study in Selected Units

The researcher chose to study IPC (conflict which occurs between two or more individuals in organization s) for the following reasons:

- Individuals are the main element in any organization and without them organizations cannot exist.
- Many authors have confirmed that IPC is a major form of conflict that managers have to deal with, given the highly interpersonal nature of the managerial role.
- IPC is a serious problem for many people because it deeply affects a person's emotions.
- IPC can spread rapidly among employees and its negative outcomes have a strong influence on parties if it is not controlled
- IPC involves a relationship in which a sequence of conditions and events can move towards aggressive Behaviour and disorder if not properly managed.

Because of these aspects, this research will focus on studying the causal factors of IPC and will use the M/s Karvy Computershare & M/s Anandi Rathi as the case study.

1.5 Objectives of the Study

The objectives of the present study are proposed the following objectives:

- To establish the effects of outcomes of interpersonal conflict on organizational performance.
- To examine the perceptions of the employees in the organization under study.
- To offer suggestions to minimize the inter-personal conflicts and to improve conducive environment for organizational success.

1.5.1 Hypothesis of Present Study

In line with the objectives stated above, the following hypotheses were formulated and tested for the purpose of the study.

H₁: The outcomes of interpersonal conflict do not significantly affect organizational performance.



1.6 Methodology of Study

Research Design

In pursuance of the above mentioned objectives and hypotheses, the following methodology was adopted for the study. It is an empirical method based on both primary and secondary data. The first objective of the study was pursued by the collection and analysis of data from secondary sources whereas all the other objectives have been achieved by collection and analysis of primary data. The research in this thesis is non-experimental. The data gathered from literature and interviews are analyzed and evaluated. Hypotheses and theories are compared thoroughly and related to each other. Information on the Managers and executives of M/s Karvy Computershare & M/s Anand Rathi experience was gathered through interviews were the experiences was analyzed and related to the theories that are highlighted from the literature review, in an attempt to explore the management of conflicts further.

Sampling Design

The study follows proportionate sampling design. The list of sampling units and sample respondents status wise is given as follows:

Table No: 3.1

Sampling	M/s karvy Computershare			M/s anand rathi		
	Managers	Executives	Total	Managers	Executives	Total
Universe	255	1990	2245	137	863	1000
Sample	50	400	450	27	173	200

The study follows proportionate sampling design, the researcher could not select sample randomly because the risk that the respondents randomly selected might not cooperate in data collection. Since reliable data willingly provided by the respondents is very crucial for the study, the researcher has selected samples based on their willingness to provide data. Hence, to study the sampling adequacy.

Data Collection

This study consists of primary data that are the responses from employees obtained through the questionnaire. The secondary data in this study was represented by the various relevant studies previously conducted and was referred in most of the chapters in this study. The tertiary data in this study comprises of Bibliography and other indexes.

Construction of the Questionnaire

Since, the researcher has already served in the organization under study, got ample opportunities to mingle with all the cadres of employees. Also, the researcher had actually experienced the working conditions, environment, culture, change and also other problems among the employees, regarding adapting to the recent technological developments. These factors prompted me to feel about the Interpersonal Conflict (IPC) Management concept in the organization. These factors enlightened me to make an attempt to study the effect of the conflict management in the organization and felt that this may expose the pros and cons of the IPC prevailing at present. Taking the line on the above aspects, the experience and the knowledge gathered in the organization made me to construct the questionnaire tool, on his own. The researcher also conducted a pilot study among 60 employees of the sample organizations. He observed that the employees found the questionnaire devoid of ambiguity and had abundant clarity of purpose and it was easy to respond in minimum duration.

1.7 Limitations of Study

The proposed study is confined to

- The research work has been carried out only in few selective Offices of selected units and the findings may not be applicable to the other branches.
- The sample has been collected using random-sampling technique. As such result may not give an exact representation of the population.
- Normally, employees hesitate to disclose the information so it leads to preconception.

2. Results and Discussion

Demographic Profile of the Respondents

The results indicate that 76.15% of respondents are male employees and only 23.84% of respondents are female working for selected units under study. 46.92% of respondent's age is between 26 – 35 years, 23.84% of respondents belong to both below 25 years and 36 – 45 years. With regard to level of education, majority 56.15% of respondent's qualified degrees,



37.69% of respondents are post graduates. With regard to the duration of employment Experience of respondents and results shows that 30% of respondent's experience is between 4 – 8 years, 28.46% of respondents experience is between 0 – 3 years. This could mean that most of them have the ability to undergo training on issues pertaining to interpersonal conflict management.

Table 2.1: Data Analysis Result Values Using Correlation Coefficient among Total Respondents of M/S Karvy Computershare and M/S Anand Rathi Selected Under Study

S. No	Particulars	Total respondents	Result inference
Respondents Behaviour for Selected Traits			
1	Rushed even under pressure	0.50	Moderate positive correlation
2	Take things one at a time	0.71	Strong positive correlation
3	Slow in doing things	0.79	Strong positive correlation
4	Ability to acknowledge mistakes	0.48	Moderate positive correlation
5	Maintains politness in any interaction	0.70	Strong positive correlation
6	Many interests	0.57	Moderate positive correlation
7	Conflict resolution behaviour	0.74	Strong positive correlation
Analyzing Respondents Themselves in Different Situations			
8	Difficult to imitate the action of other people	0.89	Very Strong positive correlation
9	Behaviour usually reflects true feelings, attitudes or beliefs	0.96	Very Strong positive correlation
10	Willing ness to engage in meetings and social gathering	0.89	Very Strong positive correlation
11	Speech on almost any topic - even known very little	0.97	Very Strong positive correlation
12	Ability to think on ones feet and respond with credible choices, alternatives and ideas	0.99	Very Strong positive correlation
13	Sometimes put on a show to impress or entertain people	0.92	Very Strong positive correlation
14	Accepting the views of the others, rather than rock the boat	0.98	Very Strong positive correlation
15	In different situations and with different people often act in different ways	0.96	Very Strong positive correlation
16	Attitude or actions with not change to please other people or win their approval	0.99	Very Strong positive correlation
17	Sometimes people think of experiencing stronger emotions than reality	0.93	Very Strong positive correlation
18	Not especially good at making other people	0.97	Very Strong positive correlation
19	Having strong reasons for doing thinks, can look others in the eye and lie with a straight face	0.63	Strong positive correlation
20	Usually firm in pursuing goals	0.99	Very Strong positive correlation
21	At a party, keeping the jokes and stories are entertained	0.93	Very Strong positive correlation
22	Not always an easy person, moody sometimes	0.59	Moderate positive correlation
23	Keep myself, if people don't respect opinions	0.99	Very Strong positive correlation
Behaviour Perception With Supervisor			
24	Idea sharing with supervisor to create new alternatives	0.87	Very Strong positive correlation
25	Shy away from topics which are sources of disputes with supervisor	0.65	Strong positive correlation
26	Make option known in a disagreement with supervisor	0.77	Strong positive correlation
27	Suggest solutions which combine a variety of viewpoints with supervisor	0.80	Strong positive correlation
28	Steer clear of disagreeable situations with supervisor	0.86	Strong positive correlation



29	Give in a little on ideas when supervisor also gives in	0.86	Strong positive correlation
30	Feel that the differences are not always worth worrying about supervisor	0.86	Strong positive correlation
31	Integrate arguments into a new solutions from the issues discussed	0.78	Strong positive correlation
32	Go half-way for a solution with supervisor	0.74	Strong positive correlation
33	Onces standards adopted is strongly if necessary defend with supervisor	0.84	Very Strong positive correlation
34	Offer creative solutions in discussions of disagreements with supervisors	0.75	Strong positive correlation
35	Keep quiet about views in order to avoid disagreement with supervisor	0.85	Very Strong positive correlation
36	Find a compromise solutions with supervisors	0.82	Very Strong positive correlation
37	Downplay the importance of a disagreement with supervisor	0.84	Very Strong positive correlation
38	Reduce disagreements by making them seem insignificant with supervisor	0.86	Very Strong positive correlation
39	Firm usually pursue subordinate goals with supervisor	0.81	Very Strong positive correlation
40	Pursue arguments until supervisor understand position	0.47	Moderate positive correlation
41	Sometimes sacrifice wishes for the wishes of supervisor to generate solutions to problems	0.77	Strong positive correlation
42	Offer trade-offs to reach solutions in disagreement with supervisors	0.35	Weak positive correlation
43	Argue insisently for stance with supervisor	0.83	Very Strong positive correlation
44	Supervisors confronts subordinates about controversial issues	0.50	Moderate positive correlation
45	Prefer not to argue but look for the best solutions possible with supervisors	0.85	Very Strong positive correlation
46	Try to smooth over disagreements by making them appear unimportant with supervisor	0.70	Strong positive correlation
47	Insist position by accepting during a disagreement with supervisors	0.88	Very Strong positive correlation
48	Make difference seems less serious with supervisors	0.56	Moderate positive correlation
49	Hold rather than argue with supervisors	0.39	Weak positive correlation
50	Conflict by claiming differences are trivial with supervisor	0.62	Strong positive correlation
51	Stand firm in expressing viewpoint during a disagreement with supervisor	0.63	Strong positive correlation

Superior approach towards subordinate in work place

52	Supervisor tries to understand work related problems and does something about them	0.94	Very Strong positive correlation
53	Superior is interested in training and helping us learn better ways of doing work	0.95	Very Strong positive correlation
54	Superior tries to keep informed with subordinates about the job	0.97	Very Strong positive correlation
55	Superior shares information with me about the company, its financial conditions, earning etc.	0.99	Very Strong positive correlation
56	Superior asks opinion when a problem comes up which involves work	0.99	Very Strong positive correlation
57	Superior gives values to ideas and seeks them and endeavor's to use them	0.99	Very Strong positive correlation
58	Superior is friendly and easily approached	0.98	Very Strong positive correlation



59	Superior is generous in the credit and recognition given to others for the accomplishment and contribution	0.95	Very Strong positive correlation
60	Superior stands by side of me in all my decisions	0.99	Very Strong positive correlation
61	Superiors gives me freedom to deliberate on new initiatives and on roles	0.99	Very Strong positive correlation

From the table 5.2.C it is depicted the result values of Correlation Coefficient tool is used to analyze the opinion between Manager and Executives of both M/s Karvy Computershare & M/s AnandRathi company respondents to analyze opinion relationship among respondents towards interpersonal conflict management. The result values inferences are given in the table for every attribute. From the inferences it can be conclude saying that few Behaviour aspects need to be improvised towards organizational performance by reducing conflicts among employees in the selected units under study. The parameters identified where they have weak relationship opinion among managerial & executive positions respondents are:

- Offer trade-offs to reach solutions in disagreement with supervisors
- Executives taking option known in a disagreement with supervisor in units results to conflicting situations among respondents.
- Sharing in sufficient ideas when supervisor expectations are more results to rising of conflicting work environment.
- Go half-way for a solution with supervisor by subordinates results to gap between expected performances to actual results.
- Sometimes sacrifice wishes for the wishes of supervisor to generate solutions to problems
- Executive's responsibility to smoothen over disagreements by making them appear unimportant with supervisor.

3. Recommendations of the Study

- **Direct Discussion:** Individuals involved in a conflict talk openly with one another about their perception of the problem, their feelings about it, and possible solutions. The conflict is clear and understood by the involved people. Resolution of the conflict is supported by the participants, since they came up with it.
- **Policy and Procedures (Power or Authority):** An authority, position, majority rule, or a persuasive minority settles the conflict. Power is used to impose a solution. When speed or efficiency is most important, this style may be effective. It also demonstrates the status of the person or group in authority.
- **Group Consensus:** Using a group to share ideas about resolving a conflict and coming to a group decision on action that is agreed to by the whole group. A group may come up with better ideas for resolving the conflict than an individual alone. Agreement of the whole group to a resolution is a powerful, non-authoritarian influence on the people in the conflict.
- **Third Party Intermediary:** Two are more people who are having a conflict use a third person as a "go-between" to convey messages to each other. Direct mention of the problem to involved people is avoided, but go-between is aware of everyone's position. This style allows the preservation of surface harmony while still addressing the conflict and possibly resolving it.
- **Do Nothing (Denial or Suppression):** Person tries to solve problem by denying its existence. Differences are played down and surface harmony is preserved. If issue is relatively unimportant, this style allows a cooling off period or simply lets time "heal" the problem.

Conflict prevention is often divided into two categories: direct prevention and structural prevention. Direct conflict prevention refers to measures that are aimed at preventing short-term, often imminent, escalation of a potential conflict. Structural prevention focuses on more long term measures that address the underlying causes of a potential conflict along with potentially escalating and triggering factors

4. Conclusion

Conflicts are part of human consciousness in all aspects of life. One cannot avoid conflict, whether at home, at the office, or when watching television news. The consequences of organizational conflict reach further today than ever before as the interface between work and home blurs and organizations experiment with flatter and more decentralized structures. In addition, the complexity of conflict increases as organizations become more open and diverse. Conflict is inevitable and even



desirable: “To work in an organization is to be in conflict. To take advantage of joint work requires conflict management” (Tjosvold 2008: 19). Organizational conflicts are inevitable and studies show that about 20 percent of employee time is spent on managing conflicts (Rahim, 2000).

Pawlak (1998) suggests that conflict analysis and its resolutions has an important role in private, public and political organizations, as well as in judicial and work disputes, in military operations and many other institutions. The results from the study indicate that the major cause of organizational conflicts is lack of resources.

Finally, the researcher recommends other scholars to identify the other factors of organizational conflict, such as identifying a list of factors causing intrapersonal conflict. So, the following are recommended: Managers should develop diverse but appropriate strategies to resolve and manage conflicts; efforts should be made by the management to organize seminars/workshops on organizational conflict management from time to time for the employees.

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