

Workplace Conflicts and its Impact on Employee Productivity

K Geetha Rani¹, Tahirunnisa², Dr. Shaik Mastan Vali³

^{1,2}Assistant Professor, Dept of MBA, in Malla Reddy Engineering College and Management Sciences, Medchal, Hyderabad, Telangana – 501 401.

³Associate Professor and Head of the Department, Dept of MBA in Malla Reddy Engineering College and Management Sciences, Medchal, Hyderabad, Telangana – 501 401.

ABSTRACT

Some recent observers noticed that employee productivity nearly on all kind of organizations is diminishing on a day-to-day basis, particularly in the field of education. The researcher found a number of factors that affected the productivity of employees. One of the major factor contributing to the productivity of employees is workplace conflicts. Therefore, the main goal of this study was to examine the workplace conflicts and its impact on the employee productivity among the members of the faculty of educational Institutions in the state of Telangana. Stratified sampling technique was used to collect the data from concerned population by using structured questionnaire. To achieve the goals of study different statistical techniques were used by using SPSS. Reliability test was used to check the data reliability.

Keywords: Workplace conflict, Employee productivity, Educational Institutions

INTRODUCTION

In the developing world today, the problem of workplace conflicts and its effect on employee productivity has become a significant point to be discussed. Each employee faces a number of conflicts that needs to be solved or accepted. It is understood that time is known to be as valuable as money because for everyone it never stops. Thus, if an employee fails and thinks he or she cannot handle the conflicts, the employee has to face several difficulties in the workplace. Conflict in organizations was always under interest of researches and its interest has not reducing till now. This issue is actual with the same intensity for small, middle and large organizations. Contemporary working style needs understanding it from today's view. As per the Leslie A. DE Church and Katherine L. Hamilton, 2007, conflicts can be relationship based and task based. Conflicts of interests arise in group scarcity of freedom, position and resources. Employees, who have different personality, have different attitude towards organizational conflicts. As a result they have different behaviour during conflicts. For the employees both the personality and the situational factors are essential. But there are people who are inflexible in organizational conflicts. It's important to respect and consider the motives of their behaviour in order to control them during conflict process. Conflict is thus endemic despite the best of management practices in organizations and manifests in various forms as an intrinsic and unavoidable feature of employment relationship. For people to progress at work and other aspect of life, there must be cooperation which is essential to ensure task attainment and stability in life. However, it would be wrong to reach the conclusion that cooperation is good while conflict

is bad, this is because both concepts are pervasive and co-exist in our social life. Conflict is inevitable given the wide range of goals for the different stakeholder in the organization and its absence signifies management emphasizes conformity and stifles innovation. Rahim (2001) opined that conflict may be interpersonal or inter group with Interpersonal conflicts occurring between a supervisor and his subordinate or between two individuals at the same level of the organizational hierarchy. Inter group conflicts often occur between two trade unions, between two departments or between management and workers while attempting to implement the policies and programme of the organization

LITERATURE REVIEW:

Employee productivity in the current study is the key dependent variable. The concept of productivity has been defined from different perspectives by different scholars. Some key definitions and concepts are discussed in this study. The level to which employees perform the duties and responsibilities is defined as productivity.

1. According to Shields (2016). However, productivity related to results, outcomes and achievements (Cardy, 2004). While collective efforts and behaviors applicable to company goals controlled by employees (Lepak et al., 2007). From a different perspective, Richard and Morrison (2009) studied the concept of productivity. Productivity cannot be defined in general performance criteria according to their observation and can only be described in the context of institutional perspectives and situations. (Aguinis, 2005) said that a multidimensional construct is performance in which it is necessary to consider different types of behaviors to understand it.
2. According to (Macky and Johnson, 2000), improving the efficiency of individual employees could also enhance the performance of organizations. Productivity is a performance metric that encompasses both effectiveness and efficiency (Bhatti and Qureshi, 2007). According to (Kline & Hsieh, 2007) the salary is an important decision-making factor in order to increase the performance of employees and to influence the decisions whether to stay or leave the organization.
3. Research by Akuffo (2015) showed that obliging management style is positively related to job satisfaction. An obliging style is associated with an attempt to diminish differences and emphasize commonalities for the purpose of satisfying the needs of the other party. It can be used as a strategy when an individual is willing to make a concession with the hope of getting something in return. The strategies used in obliging styles include making excuses, to be silent, soft language, reluctant in voice and follow the ideas of opponent party. An obliging individual is a conflict absorber (Rahim, 2012).
4. Hossian (2017) examine the Impact of Organizational Conflict on Employees' Performance in Private Commercial Banks of Bangladesh, and found that employee performance is unfavourably influenced by struggle circumstances, yet it can likewise cause a positive, hierarchically useful discussion. To make an ideal atmosphere and workplace in money related organizations, we have to consider and evaluate employee productivity in conflict circumstances.
5. Jungst (2016) in his research paper entitled "Work Relationships: The negative relationship between conflict task and relationship conflict and success was tested against the negative effects of conflict". Conflicts have been discovered to be negative for employees who have no access to high social networks. The study has also shown that workers are less engaged or engaged with work because they experience an uncomfortable working atmosphere while they are experiencing a conflict of tasks.

Statement of the problem:

Workplace conflict is to create a very good conducive workplace atmosphere free of resentment, incivility, violence, which could lead to physical, psychological or financial damages to both employees and the organization. Effective work place conflict becomes an essential tool to encourage employee engagement and to maintain Competitive advantage. Conflict is frequently seen as dysfunctional but it has been established that it is not every conflict that results in negative effects on organizations but some have positive effects on team participation.

Research Objectives

1. To examine the impact of task conflicts on employees' performance in Telangana Educational Institutions.
2. To evaluate the effect of relationship conflicts on employees' performance in Telangana Educational Institutions.
3. To assess the influence of process conflicts on employees' performance in Telangana Educational Institutions.

Research Hypotheses

1. There is no significant relationship between workplace conflicts and employee productivity.
2. There is no significant relationship between workplace conflicts and employee emotional stability.
3. Workplace conflicts do not significantly predict employee productivity and emotional stability.

Methodology:

This study adopted a descriptive survey research design. It is a form of descriptive design that uses a representative sample to collect data for systematic description of existing situation or phenomenon. The population consisted of all employees in the State of Telangana Educational Institutions. A simple random sampling technique was used to choose the sample for the study. The sample of the study consisted of 100 employee across the State of Telangana Educational Institutions. The instrument for data collection was a self-constructed questionnaire was used and the correlation coefficient which was 0.809 and 836 which certified that the questionnaire was reliable. Data were analyzed using frequency count, percentage and t-test.

Reliability Test: Reliability involves the degree to which a phenomenon calculation results in a stable and consistent manner (Carmines and Zeller, 1979). Reliability testing is important because it refers to accuracy across the sections of a measuring tool (Huck, 2007). Alpha reliability is most often considered the best over 0.70 when measuring a large survey amount. In this case, the instruments used as part of basic research have a reliability of 0.70 or more (Nunnally, 1987). The present study's values for the Cronbach's alpha are given below.

Table 1: Reliability Test

| Reliability Statistics | | |
|------------------------|------------------|------------|
| Variable | Cronbach's Alpha | N of Items |
| Workplace Conflicts | 0.809 | 10 |
| Employee Productivity | 0.836 | 10 |

As shown in Table 1, for workplace conflicts and employee productivity, the Cronbach’s alpha is higher than 0.80 which are extremely good.

Results and Discussion

H₀: There is no significant relationship between workplace conflicts and employee productivity.

Table 2: Pearson correlation of workplace conflicts and employee productivity.

| Variable | N | Mean | SD | R. calculated | R. table |
|------------------------|-----|------|-------|---------------|----------|
| Workplace Conflicts | 100 | 1.83 | 0.981 | 0.169* | 0.196 |
| Employee Productivity. | 100 | 2.20 | 1.120 | | |

*P<0.05

Table 2 shows that r. calculated (0.169) lesser that r. tabulated (0.196) at 0.05 level of significance. The null hypothesis is accepted. This implies that there is significant relationship between workplace conflicts and employee productivity.

Hypothesis Two

H₀: There is no significant relationship between workplace conflicts and employee emotional stability.

Table 3: Pearson correlation of workplace conflicts and employee emotional stability.

| Variable | N | Mean | SD | R. calculated | R. table |
|---------------------|-----|------|-------|---------------|----------|
| Workplace conflicts | 100 | 1.96 | 1.186 | 0.381* | 0.197 |
| Emotional stability | 100 | 2.07 | 1.187 | | |

*P<0.05

Table 3 shows that r. calculated (0.381) greater that r. tabulated (0.197) at 0.05 level of significance. The null hypothesis is rejected. This implies that there is significant relationship between workplace conflicts and employee emotional stability.

Hypothesis Three

H₀: Workplace conflicts do not significantly predict employee productivity and emotional stability.

Table 4: Pearson correlation of external employee productivity and emotional stability.

| Variable | N | Mean | SD | R. calculated | R. table |
|-----------------------|-----|------|-------|---------------|----------|
| Employee productivity | 100 | 1.98 | 1.186 | 0.431* | 0.196 |
| Emotional stability | 100 | 2.07 | 1.189 | | |

*P<0.05

Table 4 shows that r. calculated (0.431) greater that r. tabulated (0.196) at 0.05 level of significance. The null hypothesis is rejected. This implies that Workplace conflicts do not significantly predict employee productivity and emotional stability.

Recommendations

The following recommendations were drawn from the findings;

1. The employer should try as must as possible to reduce the workplace conflicts to a barest minimum and produce an enabling environment for employee productivity.
2. An atmosphere free of conflicts will bring about an emotional stability for the employee; an emotional stable individual will contribute immensely to the organization.

3. The high the workplace conflicts, the poor the productivity and emotional stability, the employer should create an atmosphere free of conflict to increase the productivity of their employee and their emotional stability.

DISCUSSION OF FINDINGS

This study discovered that the sources of conflict in the Telangana Educational Institutions is diverse and cut across unacceptable employment terms, work conditions, perceived improper styles of management by the officers and ineffectiveness means of grievance communication. It was revealed that the main sources of conflict in the organization relate to perception and value problems. The specific issues bother on employee compensation, welfare and inadequate communication. It was further found that the management prefer the compromise, problem solving and dominating strategies. The results also show that the conflict management strategies in place at the organization have been relatively useful in minimizing the incidence of disruptive conflicts while conflict management strategies have positive impacts on workers' productivity

Conclusion:

Conflict is part of daily social life that is inevitable; therefore it is imperative that the management identifies the nature and significance of conflicts in an organization as well as recognizing levels or types of conflict. Therefore, when conflict is properly managed, it enhances learning, creates the spirit of teamwork and cooperation; which is capable of increasing organizational innovation due to diversity of workforce, thereby leading to effectiveness or performance in an organizational setting. Such strategies must include tolerance of employee's opinions, readiness to engage in open discussions and deliberations on issues in conflict, willingness to deploy agreed internal conflict management strategies and willing to implement agreements reached in the conflict resolution process. Conflict preclusion structures should be put in place to address issues that can produce conflicts before they break open. In a similar vein, conflict situations should be promptly confronted and addressed whenever they occur rather than being avoided. Employees should give feedback to their subordinates on outcomes of conflict resolution so as to have common understanding of what problems or conflict are being encountered in the institutions, since employees may have different knowledge, training, and past experiences.

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