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Influence of Conflict Management Styles and its Impact on Organizational Commitment among Women Employees in IT Sector in Chennai City, Tamil Nadu, India

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Abstract:

*I think what makes people fascinating is conflict, it's drama, it's the human condition. Nobody wants to watch perfection.
Nicolas Cage*

In the present study the Influence of Conflict Management Styles and its Impact on Organizational Commitment is examined among Women Employees in IT sector in Chennai city. Data were obtained from 108 women employees working in IT sector through questionnaire. The variables were measured under the different conflict management styles such as Confrontation, Public/Private behavior, Emotional expression, Conflict approach and Self-disclosure whereas organizational commitment was measured using Affective commitment, Continuance Commitment and Normative Commitment. Results from correlation revealed that the highest correlation between all the factors of conflict management and organizational commitment. There is a positive correlation between all the factors. Regression analysis revealed that emotional expression with the beta coefficient of 0.402 is having larger impact on the conflict management style and organizational commitment. Better conflict management practices lead employees with greater commitment and better job performance.

Keywords: *Work, life, conflict management styles, organizational commitment, Women*

1. Introduction

Conflict management styles met in recent times increased consideration because of the impression that prevailed neither is that conflict, evil nor yield from only loss, has modified that view seemed seen certainly in the conflict wretched which leads to imagination, capacity, job satisfaction, engagement and integrity to the organization. The Impact of conflict in the workplace is not posted, according to achievement or capacity, but also has destructive, critical to health and self-wellbeing. The Conflicts associated with distress among employees' weak emotional direction, psychosomatic criticism, dissatisfaction with life, overheating and cognitive grief. Conflict research and theory, focused consistently on conflict management in association to personal strategies and active work teams and capacity, and to any degree there was little concern in the "soft" outputs like satisfaction, organizational commitment, quit work on direction, employment health and self-wellbeing. Organizational commitment affects the employee's achievement level which basically affects the overall administration of organization. And also negative job relevant different types of conflicts which leads to uncertainty, stress, desertion and turnover desire job performance, job satisfaction and organizational citizenship. As a result, these conflicts could affect the whole organizational act.

The styles of conflict management worked as:

- Avoiding can be anticipated as static conflict management style. In this style an individual contributes to escape or avoid the conflict. This style is identified by a person's low involvement for his own rights as well for the others' rights.
- Compromising is another conflict management style in which the individual deals with the conflicting position by sacrificing. Both parties involved in the conflict endure their activity in order to settle the conflict. This middle field style reverses a moderate involvement for your own interests and the moderate concern for the activity of other party. This style is mostly used when someone have to access interim solutions or have to resolve conflicts quickly and to evade demanding power effort.
- Accommodating approach, it is outlined when a person has low involvement for his own concern and high involvement for the other party's interests. This style is adopted when the conflicting concern is more important for other party then for you. The intention of this style is "I lose you win." People who used the accommodating style use passive attitude.
- Collaborating conflict management style engage in high concern for your own activity and a high concern for the interests of the other party as well. This conflict management style target on problem solving and a try to reach the desired aim for both the parties. People use this approach according to their choice and their choice is altered by the interplay of various factors like age, gender, designation and working experience.

2. Literature Review

- Castern K.W. Drew et al (2001) studied the conflict management strategies in the workplace to solve the conflicts by two versions among 78 psychology students of the university of Groningen, Netherland. Results of t-test revealed that strategies to reduce conflict in workplace should be implemented. Finally, it revealed that specialist should no longer rely on a broad competition-participation difference when intermediate in conflict situations or assessing conflict management strategies.
- Hideo Morita (2003) investigated the cultural and gender influence on conflict management among 76 Americans & 101 Japanese college students. Results of conflict management inventory, revealed that consequence on the dominating & obliging styles. It was suggested integrating and compromising styles were desirable strategies for handling the conflict.
- Aitor Aritzeta et al (2005) examined the relationship between individual team role propensity and styles of managing communal conflict among 25 work teams consisting of 169 individual employees in UK. Results of correlation analysis revealed that philosophical as well as practical implications for team building programmes result in integrative solution to conflict. The author suggested that firm must develop the team building programme leads the effective performance & it reduce the conflict.
- Kenan Sapho (2008) studied the emphasis of conflict management in organizational communication converge on conflict management strategies & styles with top management employees. Results of statistical analysis revealed solving conflicts on greater levels negatively influence organizational effectiveness using communication styles. All managerial levels have a great organizational communication thus it reduces the conflict.
- Shauna Graham (2009) examined the effect of distinctive conflict management style on job satisfaction among two Midwestern hospitals in Howard country with 1,250 employees. Results of statistical analysis revealed that Management of workplace conflict boost the job satisfaction and reduce conflict. Finally, it suggested conflict management style response occurred the employee's high satisfaction.
- Vadana Kaushik & Sunita Dhaka (2010) studied the effect of conflict and the practices approved to manage conflict among 300 managers in Rajasthan. Results of correlation analysis revealed that constructive conflict result in clarifying the grievances. Involvement in teamwork and cohesiveness will reduce the influence of conflict.
- Khan Imran (2013) explored the role of emotional intelligence in organizational conflict management among 66 executives of private sector organization in Bihar. Result of emotional intelligence inventory, conflict management style presents the emotional intelligence correlates very poorly with organizational and moderately afford to organizational conflict management. It was suggested that organizational conflict management increasing effectively it leads to emotional intelligence.
- Mba Okechukwu Agwu (2013) examined the conflict management and employee's performance in Julius Berger Nigeria plc. Bonny Island among 50 members consisting of 25 Managerial & 25 Non-Managerial members. Results of statistical analysis revealed that the efficacy of conflict management approaches removed the differences between managerial and non-managerial employees. Improving the differences, it diminishes the conflicts.
- Qual Comm and Genetech (2012) examined the intercultural synergy and the different conflict management styles that appear in a cross cultural setting among 60 managers from two organizations in California. The findings revealed that different culture tends to different conflict management styles to resolve conflicts. Improving cultural interactions could lower conflict management styles.
- Sobia Rashid (2012) examined the model of the conflict handling approach and its impact on team performance among 240 employees in public and private education sector of Pakistan. The author found the conflict handling approaches in team performance it swings the performance of employees at a significant level. It was suggested the organization implemented the conflict approach promptly to handle conflict as exposed the performance of employees.
- Estay (2001) explored that job satisfaction towards organizational commitment among 120 employees in IT industry. Result of statistical revealed that HR practices have less effect on job satisfaction. Good levels of motivation increase the job satisfaction, commitment & minimize turnover.
- Arif Hassan (2002) investigated how perception of equity and justice played an important role in employee's commitment to the organization and intent to leave among 181 middle and lower level managers. Result of correlation analysis revealed that perceptions of equity and justice are meaningful reader of the intent to leave and commitment. Perception of equity in assigning promotions as a measure of internal equity most significantly predicted higher levels of commitment and lower probability of employees quitting the organization.
- Yannis Markovtis et al (2005) explored the relationship between organizational commitment profiles and job satisfaction among 1,595 consisting of private & public sector employees. The author found the relationship between intrinsic and extrinsic factors to increase the satisfaction of employees. Improving extrinsic & intrinsic approach it increases the organizational commitment.
- Selda Coskuner & Canan Yertutan (2006) studied the organizational commitment of the housekeeping employees among 337 employees in Ankara. Result of ANOVA analysis revealed that comparing the relationship between organizational commitment and personal variation to decrease turnover. Firms to increase organizational commitment and to minifies the related obstacle & decrease the turnover intention.
- Saurabh KR et al (2008) reviewed the role of work stress and health in the prediction of organizational commitment among 300 employees. The author found that stress relevant to job interest was greater in employees of long job tenure than short job tenure. It was suggested if employees are not convinced with job or the nature of job, it decreases the commitment of employees.

2.1. Objective of Study

- ❖ To identify the relationship between demographic variables and factors of conflict management style and organizational commitment.
- To evaluate the effectiveness of conflict management style on organizational commitment.

2.2. Limitations of Study

- ❖ Time is a major restriction hence the information collected was limited.
- ❖ Size of the sample preferred for research may be contemplated as small; hence the result of this study might not be fully reliable for generalization.
- ❖ The respondents were asked to give their practical views and not the ideology, but the personal biases of the respondents might have affected the results.
- ❖ The study is limited to women employees in IT sector, Chennai.

3. Data Collection

3.1. Instrument Measures

In the present study structured technique for collecting primary data was used. Conflict management style was assessed using a scale developed by Susan B. Goldstein and organizational commitment was measured using a scale developed by Natalie J. Allen & John P. Meyer (1990).

3.2. Statistical Analysis

3.2.1. Demographic Variables

Demographic Variable	Variable	Frequency	Percentage
AGE	Below 20 Years	13	13
	21-30 Years	57	57
	31-40 Years	32	32
	Above 41 Years	6	6
EXPERIENCE	1-5 Years	19	19
	6-10 Years	41	41
	11-15 Years	39	39
	Above 16 Years	9	9
INCOME LEVEL	Below 10,000	10	10
	11,000-20,000	40	40
	21,000-30,000	43	43
	Above 31,000	15	15

Table: 1 Respondents Profile

3.2.2. Interpretation

From the above table 4.1 shows the demographic variables of this study, have the variable tested with the frequency and percentage analysis revealed the following. The sample size of this study is 108. 57% of employees are in age group of 21-30 years. 41% of employees have 6-10 years of experience in IT sector. 43% of employees are drawing salary ranging between 21,000 -30,000 per month.

3.3. Correlation

3.3.1. Hypothesis

- H_0 : There is no significant relationship between factors of conflict management style & organizational commitment.
- H_1 : There is a significant relationship between factors of conflict management style & organizational commitment

Factors	Confrontation	Public/Private behavior	Emotional Expression	Conflict Approach	Self-disclosure	Affective commitment	Continuance commitment	Normative Commitment
Confrontation	1	0.402**	0.558**	0.107	0.416**	0.356**	0.372**	0.194*
Public/private behavior	-	1	0.374**	0.210*	0.379**	0.224*	0.352**	0.323**
Emotional expression	-	-	1	0.231*	0.373**	0.332**	0.372**	0.299**
Conflict Approach	-	-	-	1	0.194*	0.192*	0.189	0.186
Self-disclosure	-	-	-	-	1	0.459**	0.472**	0.348**
Affective commitment	-	-	-	-	-	1	0.347**	0.242*
Continuance commitment	-	-	-	-	-	-	1	0.519**
Normative commitment	-	-	-	-	-	-	-	1

Table: 2 Pearson correlations between factors of conflict management & organizational commitment

Notes: ** denotes Significantly at 1% level *denotes significantly at 5% level.

3.3.4. Interpretation

To test the hypothesis, bivariate correlation runs between all the factors of conflict management style & organizational commitment. The range of correlation starts from 0.402** to 0.194* is greater than 0.051 significantly 5% level. The test correlation exists between the confrontation and normative commitment. Hence null hypothesis is rejected and it is concluded that exist positive relationship between the conflict management style & organizational commitment factors.

3.4. Regression

Coefficient of Determination and f value						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	ANOVA F	Sig
1	0.642 ^a	0.412	0.371	1.26517	10.006	.000 ^b

Table 3: There is no significant difference between confrontation and factors of conflict management style & organizational commitment

Note: Significant level: ** $p < 0.05$; * $p < 0.01$; *** $p < 0.001$; $n = 108$

Variables in the Multiple Regression Analysis					
Model	Unstandardized Coefficients	Standardize d of B	Standardized Coefficients of beta	T	Sig.
(Constant)	3.245	2.239		1.450	0.150
Public private behaviour	0.181	0.088	0.181	2.053	0.043
Emotional expression	0.421	0.094	0.402	4.492	0.000
Conflict approach	-0.037	0.039	-0.076	-0.943	0.348
Self-disclosure	0.144	0.101	0.137	1.420	0.159
Affective commitment	0.113	0.086	0.117	1.313	0.192
Continuance commitment	0.120	0.094	0.127	1.283	0.203
Normative commitment	-0.105	0.086	-0.113	-1.226	0.223

Table 4

3.4.1. Interpretation

R is the measure of correlation of the observed value and the predicated value of the criterion variable. The multiple correlation coefficient is 0.642, which measures the degree of relationship between the independent variable “public/private behaviour, emotional expression, conflict approach, self-disclosure, affective commitment, continuance commitment and normative commitment and the dependent variable confrontation.

R square (R^2) is the square of this measure of correlation and indicates the proportion of the variance in the criterion R^2 value is equal to 0.412. Thus 51.8% of variance in the dependent variable is attribute to change in the independent variable.

ANOVA assess the overall significance of the variable. F statistics is found to b 10.006 at significance level of 0.000, It was concluded that the set of independent variable as a whole contribution to the variance in the dependent variable.

4. Discussion and Conclusion

The results of the study have shown how conflict handling styles affect employees' commitment at the IT sector in Chennai city. This can be understood, because committed employees need to work in an environment where their efforts and more positive human interactions, though it is true that conflict is part of our organizational routine, but the way it is being handled and carried makes it either boon or bane to organizations. Thus, Commitment is needed from other parties for successful implementation, to apply integrative style of conflict management effectively, enough time and resources are needed for problem solving and aggregation. From the findings, it was understandable that conflict management style implements organizational commitment. Thus it is suggested that organization should hold the organizational commitment that leads them to achieve to organization goal.

Evading conflicts has never been easy. This is because, on the one hand, organizational conflicts occur with such a high frequency that escaping all of them is almost impossible. On the other hand, organizational conflicts generate a range of useful choices for managers. Therefore, they maintain that demonstrating conflict engagement is essential, especially when it is in the open. Thus, it is learnt that understanding, and then handling conflicts better lead to positive outcomes.

- Employees handle disputes carefully without disagreement points it increases the commitment.
- Employees settling grievance before go to court because it increases the grievances.
- Employees can more conveniently avoid discussing arguable issues.
- Better conflict management practices lead employees with greater commitment and better job performance.
- High levels of employee's engagement and commitment showed a positive impact on organizational overall performance.
- Effective conflict management style facilitates employees positive work attitudes including increase job satisfaction and decrease turnover intention.
- Conflict management strategies 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 involves doing things to limit the negative aspects of conflict and to increase the positive aspects of conflict.
- Employee's believe that the organization's values, their contribution and cares about their well-being increases commitment and it reduces turnover.

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