CONFLICT RESOLUTION AND ROLE SATISFACTIONAMONG CORPORATE EMPLOYEES

[1]**Atulyagangaraju**
[1]**Student – Under Graduate**
[1]**Department of Psychology**
[1]**St. Francis College for Women, Hyderabad, India**

Abstract: Many important factors are taken into consideration while pinning down the cause of why certain individuals of an organization behave the way they do. This is a study conducted to understand how two of those many important factors influence the way individuals deliver their work and how their performance is linked to those two factors. The two factors being tested in this study are Role Satisfaction (the happiness and level of achievement that one gains while performing the designated role that is said to be either in one's personal or professional life) and Conflict Resolution (this is the techniques in which any conflict can be resolved and how often are the method given by the employee is taken into account and used to solve conflicts). The researcher used simple random sampling method and descriptive research design. The sample was collected from 100 corporate employees in Hyderabad and Secunderabad who are in the age group of 25-55 years. The study has to main objectives: 1) to know the relation between role satisfaction and conflict resolution. 2) to know if there exists any relationship between selected independent variables and role satisfaction and conflict resolution. For the present research reliable and valid scales are used to measure the dependent variables. Data is yet to be interpreted. For the same, the researcher would be using SPSS version 21 to calculate measures of central tendency, correlation and t-test.

Keywords: **Role satisfaction, conflict resolution, performance, corporate employees.**

Introduction

Role is a term used in a variety of situations that refers to a number of fields all over the world. The term Role Satisfaction, therefore, means the level of happiness and fulfilment that an individual is getting while performing his/her role in the organisation. This includes the individual goals that are set and achieved while performing the role in the organisation along with the growth of the organisation as a whole that is interrelated to the role being performed by the individual of the organisation. Role Satisfaction has many factors that influence it and help it improve the performance of the individual. The factors are –

     a. <u>Personal Growth</u> – The individual tends to join a company with a hope of reaching a few goals that are set by them in terms of reaching a particular position in the hierarchy or to be assured of job stability and various benefits for his/her family

     b. <u>Organisational Growth</u> - The growth of the company that the individual is a part of, the organisational growth is the way the individual's role plays a role in the overall growth of the company. Once this is realised, the individuals also get a chance to improve their individual goals.

     c. <u>Environmental</u> – the work environment that is provided to the individual in terms of the physical office and the office timings as well as the work pressure as well as the nature of the work being done.

     d. <u>Incentives and pay</u> – role satisfaction is also heavily relied on the amount of money they are getting for the work being done. It also involves various incentives that the individual receives while on the job for any achievements being done. These also include various insurances that the individual gets in the beginning of the job like Medical, Bills of Telephone or Gas etc along with house rent allowances.

Conflict

     A Conflict can be defined as a strong disagreement between two or more individuals related to any issue. This can lead to either a verbal or physical argument that may vary in intensity. In the context of this paper, conflict is the disagreement that occurs in the working environment of an employee with either a colleague or a superior employee. Conflict can be either with regard to any decision taken in terms of the working of the organisation or the personnel appointed to complete certain tasks of the organisation.

     Conflict Resolution, thus, means the methods used to resolve the conflicts. In the context of this paper, Conflict Resolution can be defined as the methods used or adopted by employees in an organisation among employees and their colleagues or superiors. This can be done in the following ways –

     a. <u>Find the cause</u> – instead of looking for who the culprit is, looking for the reason the conflict came in is more crucial

     b. <u>Take a step back and think before acting on one's emotions</u> – It is always ideal to confront the emotions that are a result of the conflict rather than supress them which may lead to the unnecessary outburst at the wrong time

     c. <u>Consult others before taking any decision</u> – It is always better to talk to others about the conflict in a peaceful manner before taking any step to solve it.

     d. <u>Modes of Communication</u> – Proper modes of communication in order to increase chances of resolving the conflict and to avoid any further problems.

Corporate

A Corporate is an organisation that runs privately without the interference of the government. It is a sector of the world that has a main aim of gaining profits and to provide quality services to the stakeholders and its customers. It plays a crucial role in the economic development of any nation as it is proved to be one of the largest actors in providing goods and serviced to the public and also to open up newer products into the market to improve the standard of living of the consumers and also to make their lives easier. It is given the legal right to act as an individual entity that has the right to act on its own while taking decisions. **Corporate Employees**

Corporate, as discussed above, is the organisation that runs as an individual entity and has the legal right to act on its own terms. Thus, corporate employees are those personnel who work at a corporate firm. These individuals are carefully recruited and selected based on their abilities and various rounds of interviews and in accordance with the job requirements. These individuals are considered to be one of the most important elements of the organisation. They are assigned certain tasks that have to be completed within a given time and with certain level of accountability and responsibility. They follow a certain hierarchy that deals with giving orders and being accountability.

Understanding the concept of Conflict Resolution, Role Satisfaction and Corporate Employees

Corporate Employees, as discussed above, are those personnel who work in a corporate organisation. As the number of employees in the organisation increase along with the profits earned and the turnover changed, there will be many conflicts that may arise at various levels of the organisation. These can be as follows:

    a. Difference in opinion while taking any major decisions that affect the concerned personnel
    b. Difference in opinion while taking any decisions with regard to any of the goods &/or services that the organisation provides to the consumers
    c. Difference in opinion with regard to recruitment and selection of new personnel
    d. Difference in opinion while deciding on the method of production of the goods or the method of delivery of the services provided to the consumers
    e. Difference in the opinion of higher authorities with that of the authorities at a lower position in decision making and implementation
    f. Difference in opinion of the employees among each other in day to day working of the organisation

There are many other roles that an organisation has that are said to be crucial, but these vary from organization to organization and in accordance with the needs of the organisation. Whatever the role maybe, it is crucial to understand the fact that all roles are equally important in an organisation and that without an individual being satisfied with the nature of his/her work, there is no scope for Role Satisfaction. This is an important aspect of any individual's reason to join in any company to grow in the company and reach the top level of the hierarchy of the organisation. This is a good enough motivation to keep an employee motivated to continue working and hence to be able to resolve conflicts and have a satisfactory work life.

Literature Review

In the context of Conflict Resolution, Peter Jordan et al., (2002) have conducted a survey which deals with the relationship between emotional intelligence and the style of conflict resolution that is adopted in accordance with the emotional intelligence. This was done on 139 individuals using the Workgroup Emotional Intelligence Profile along with Conflict Resolution Inventory. The results show that people who have high Emotional Intelligence are more likely to use more collaborative solutions when confronted with a conflict.

Corinna Jenkins et al., (2003) conducted a study that examines the relationship between sex differences, relationship with family and friends and conflict resolution in adjustment. This was done on 92 girls and 93 boys with an average age of 14 years. The results showed that both girls and boys use less effective conflict resolution methods with siblings when compared to that of parents (mother and father). It was also seen that better conflict resolution leads to better adjustment.

Carol J. Erdwins et al., (2004) have conducted an experiment to understand the relationship of women's role strain to social support, role satisfaction and self-efficacy that involved 129 married women who were employed with at least one pre-school aged child. They tested the role satisfaction among these women along with the social support they are getting from family and the kind of work environment provided for them to keep a balance between work and family. The results show that Social Support and Self efficacy play an important role in role satisfaction among working women.

Allison Patrick's (2005) study states that due to the reconstructing Canadian Health Care Organisation, the leadership among nurses has reduced. The aim of this study was to examine the relationship between structural empowerment and perceived organizational support on role satisfaction. The study was conducted on 126 middle level nurse managers working in Canadian Acute Hospitals with the help of a questionnaire. The results were structural empowerment was positively associated with middle level nurse managers perceived organizational support. The combination of empowerment and perceptions of organizational support were significant predictors of middle level nurse managers' role satisfaction.

Albert Costa et al., (2008) have conducted a survey with the help of bilinguals and monolinguals who were assessed on the basis of Attention Network Task (ANT). The result of this survey was that the individuals who were bilinguals were better at resolving conflicts due to better understanding of the other person.

Susan J. T. Branje et al., (2008), conducted a study that examined the role of conflict resolution between parent-adolescent conflicts and adolescent adjustment that involved 1313 Dutch middle and late adolescents on conflict resolution with parents, conflict frequency and internal and external adjustment problems. The results brought out five types of adolescents characterized by different methods used to resolve conflicts.

In a study conducted by Luo Lu (2010), the main reason for conducting this study was to understand the relationship between work and family demands and resources, conflicts and outcomes in a cross-cultural study. 264 Taiwanese employees and 137 British employees participated in this study where structured questionnaires were used. The results seen were that work-family conflict negatively affected family satisfaction and work resource management but positively affected the work and family demands. It also showed that there is a significant relationship between work and work-family conflict, work-family conflict and family and work resources and work-family conflict.

Kathleen O'Connell et al., (2011) conducted a study that examined the adult assessment styles, conflict resolution styles, social self-efficacy and perspective taking of 124 parents. The results showed that the mediating effects of social self-efficacy and perspective taking which was negatively associated between attachment avoidance and mutual conflict resolution styles among the participants.

Luo Lu (2013) has conducted a study that aims at exploring the reciprocal relationships between work – family pressures, interference and role satisfaction among 310 Taiwanese employees. All the variables of the study were tested thrice in order to gain assured and came with a result that role satisfaction, strong family and work support and work pressure are all strongly linked together.

LiatKulik (2015) conducted a study that aimed at examining the relationship of satisfaction with occupied roles as well as the sense of meaning in life and experience of work-home conflict to well-being among working grandparents in Israel. This was conducted on 153 male and 163 female employed aged 50-80 years of age working with various kinds of organizations. This was done using various structured questionnaires. A significant relationship was found between "work interferes with family" conflict and negative affect. Gender was not related to the experience of work–home conflict or to any of the outcome variables. The findings indicate that the sense of meaning in life mediated the relationship between role satisfaction and the two types of work–home conflict.

Ellen W Richards' (2016) study examined the work role satisfaction of those with one-year (218) and three-years' (156) experience after graduation was measured. The relationship of work role satisfaction to work situation variables and to sex of the respondent was tested, using cross-tabular analysis. Findings suggested that priorities may change over time. Changes in Job Fit Index scores were related to changing levels of satisfaction, and interpretations suggested.

Yusuf Can et al., (2016) conducted a study which aimed at examining the difference in various factors in terms of age, gender, length of sporting, country and roles assumed within the team. 29 females, 49 males (total - 76) participated in the study. A questionnaire with three parts was given to the participants consisting of Personal Information, Role Satisfaction and motivation scale respectively. According to research findings, there are significant differences in players' role satisfaction and achievement motivation levels in terms of age groups, gender, length of sporting and countries (p<0.005). Research findings show that there is a significant correlation between role satisfaction and achievement motivation at a 0.01 significance level.

Research Methodology

Purpose of the Study

The purpose of this study was to analyze the relationship between Conflict Resolution and Role Satisfaction and also to study the impact the two have on the working of corporate employees at different levels. It was also done to study the profile of the respondents by studying the relationship between selected independent variables and the two dependent variables. The independent variables that were chosen to be examined are Age, Position in the organisation, Relationship with seniors, Family and Colleague, Workload Stability, Working Hours, and how much the participant enjoys working in the organisation. The study is divided into two parts. The first part studies the ability and the extent to which the participant is able to resolve conflicts that arise while working in the organisation on a day-to-day basis. This was used to identify the link between Conflict Resolution and the amount of effort the employee is willing to invest in working in the organisation. The second part analyses the role satisfaction that the participant gets while working in the organisation. This is done by analyzing various responsibilities that the participant is given to perform in the organisation and to what degree does the participant see fit to perform the same, that is, either more or less of the responsibility. Therefore, the study aims at understanding the role of conflict resolution and role satisfaction in the working style of a Corporate employee.

Population and Sample

The present study aims at those individuals who are currently working in any corporate organisation (big or small) from the cities of Hyderabad and Secunderabad. To get the sample, the researcher used random sampling method. The sample size has been determined by the institution as the research is conducted in an Under Graduate level.

Research Design

For the present study, the researcher used descriptive research design as it can reveal potential relationships thus setting the stage for more elaborate investigation later.

Data Collection

Data was collected from corporate employees following survey method. Surveys are usually questionnaires that are given away to them to fill personally.

Results

The results show that at all levels of an organisation Conflict Resolution and Role Satisfaction play a major role in the way the employees work, though the two dependent variables are not correlated. The study also shows that there are certain independent variables such as Age, Workload Stability, Weekly Goals and Position in the organisation that have been seen as correlated to conflict resolution and role satisfaction. The sample analysis shows that most of the respondents fall in the age group of 30-39 years. It can also be observed from the data that the number of working hours of the participant plays a huge role in the way conflicts have been resolved by the individual, in the sense that if the number of working hours is high the conflict resolution seems to be increasing i.e. Working hours and conflict resolution is positively correlated statistically.

It is also seen that 42 percent of the participants are moderately satisfied with the role they are performing in their respective organizations. It can be inferred from the current study that 38 percent of the participants are getting the desired freedom to resolve the conflicts that arise in their nature of work.

One surprising result that the study has found is the relationship between Age and the role satisfaction. It is seen that the higher the age of the participant the lower the role satisfaction in the organisation i.e. age and role satisfaction is positively correlated. Anothersignificant output is the relationship between position and the current role satisfaction. It can be seen that higher the position in the organisation, higher the current role satisfaction i.e. the two variables are positively correlated.

Another interesting results observed in the study is the relationship between current role satisfaction and desired role satisfaction. The statistical results show that higher the current role satisfaction, higher the desired role satisfaction. This can be understood by observing typical human behavior as it can be seen in terms of human expectations.

REFERENCES

1. Branje,Susan J. T. et al., (2008), Parent-Adolescent conflicts, Conflict Resolution Types and Adolescent Adjustment, *Journal of Applied Developmental Psychology,* 30, 195-204
2. Can, Yusuf, (2016) Examination of the relationship between role satisfaction and achievement motivation among players, *Procedia – Social Behaviour Sciences*, 152, 465-469
3. Costa, Albert (2008) Bilingualism aids conflict resolution, *Cognition, Volume*, 106, 59-86
4. Erdwin, Carol, (2004) Relationship of Women's role strain to Social Support, Role Satisfaction and Self Efficacy, *Family relations*, 50
5. Fincham, (2004) Forgiveness and Conflict Resolution in Marriages, *Journal of Family Psychology*, 18, 72-81
6. Jenkins, Corinna, et al., (2003), Conflict Resolution links with Adolescent's Family Relationships and Individual Well-Being, *Journal of Family Issues*, 24
7. Jordon, Peter, (2002) Emotional Intelligence and Conflict Resolution - Implications for Human Resource Development, *Emotional Intelligence and Conflict Resolution - Implications for Human Resource Development*, 1, 62-79
8. Kathleen O'Connell, (2011) Adult Attachment, Self-Efficacy, Perspective Taking and Conflict Resolution, *Journal of Counselling & Development*, 78
9. Kulik, Liat, (2015) Contribution of role satisfaction, meaning in life and work-life conflict to explain well-being among working grandparents, *Anxiety, Stress & Coping Journal*, 30
10. Laursen, Brett, (2000), A Developmental Meta-Analysis of Peer Conflict Resolution, *Developmental Review*, 21, 423-449
11. Lu, Luo, (2010) Cross-cultural differences on work-to-family conflict and role satisfaction: Taiwanese-British comparison*, Human Resource Management*, 49
12. Lu, Luo (2013), The Reciprocal Relations of Pressure, Work/Family Interference, and Role Satisfaction: Evidence from a Longitudinal Study in Taiwan, *Human Resource Management*, 52
13. Patrick, Allison, (2005) Effect of Structural Empowerment and perceived organisational support on middle level nurse managers' role satisfaction, *Journal of Nursing Management*, 14
14. Richards, Ellen, (2016) Early employment and work role satisfaction among recent college graduates, *Journal of Vocational Behaviour*, 24, 305-318
15. Shi, Lin, (2010) The Association Between Adult Attachment Styles and Conflict Resolution in Romantic Relationships, *The American Journal of Family Therapy*, 31