A STUDY ON CONFLICT MANAGEMENT IN VST MOTORS

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ABSTRACT

A conflict arises when individuals have varied interests, opinions and thought process and is just not willing to compromise with each other. It is always wise to adjust to some extent and try to find a solution to the problem rather than cribbing and fighting. Conflicts and disagreements only lead to negativity and things never reach a conclusion. It only adds on to the tensions and make life hell. Every individual should try his level best to avoid conflict at the first place rather than resolving later.

Introduction

Employees bring different ideas, goals, values, beliefs and needs to their teams and these differences are a primary strength of teams. These differences inevitably lead to conflict, even if the level of conflict is low. Since conflict is inevitable, one of the ways in which organization can help employees improve their abilities to function on multidisciplinary teams to work with them to develop their understanding of conflict and their capabilities to manage and resolve conflict.

DEFINITION

“A process that begins when one party perceives that another party has negatively affected, or is about to negatively affects something that the first party cares about” - K.W. Thomas “The Struggle between incompatible or opposing needs, wishes, ideas, interests, or people. Conflict arises when individuals or groups encounter goals that both parties cannot obtain satisfactorily”. Chung and Meggison.

OBJECTIVES OF THE STUDY

1. To find out kinds of conflict in the company.
2. To find out the reasons for the conflict in the company.
3. To find out the Conflict Resolution strategies followed in VST MOTORS.
4. To find the association between Conflict Resolution strategies and organizational effectiveness.
5. To find out the satisfaction and employees by the strategy followed by the company in resolving the conflicts.

RESEARCH METHODOLOGY
Research methodology is a way to systematically solve the research problem. It is a plan of action for a research project and explains in detail how data are collected and analyzed. Research methodology may be understood as a science of studying how research is done scientifically. It can cover a wide range of studies from simple description and investigation to the construction of sophisticated experiment.

SOURCES OF DATA

PRIMARY DATA
The primary data was collected from the employees of VST MOTORS using a structured questionnaire.

SECONDARY DATA
The secondary data was mainly to support primary data and it was collected from the company profiles, websites, magazines, articles were used widely.

SAMPLE SIZE
It refers to the number of items to be selected from the population to constitute as a sample. The population size is 70 and the size of the sample is also 70.

SAMPLING METHOD
Census enquiry is the sampling method used here as the entire population is used as sample.

METHODS OF DATA COLLECTION
The questionnaire is formed on the basis of three variables such as organization effectiveness, Conflict Resolution strategies and Demographic variables. Conflict Resolution strategies consists of five factors. Each factor has three questions. Once the data were collected, the results of the data were categorized as low, medium, high. For Conflict Resolution strategies, the scores from 0 to 25 as categorized as low, 26 to 50 as medium and 51 to 75 as high. For organization effectiveness the scores from are 0 to 7.5 are categorized as low, 7.6 to 15 as medium, and 16 to 25 as high.
STATISTICAL TOOLS FOR THE ANALYSIS

To make an effective research the following three statistical tools were used to analyse and interpret the collected data.

1. ANOVA Method
2. Percentage Method

LIMITATION OF THE STUDY

• The researcher conducted the study on a limited area.
• The perception bias or attitude of the respondents may also act as hurdles to the study. Few of the respondents are afraid to responding freely.
• Some of the respondents are imitating other respondents.
• The sample size taken for the research is small due to the constraint of time.
• The results are validated and applicable only on short run.

REVIEW OF LITERATURE

Conflict Management by Runde and Flanagan (2007)

The dynamic conflict model focuses on how different responds to conflict affects how the conflict process unfolds. The idea with this model is to help people becoming aware of how their responds affects conflict resolution in positive or negative ways. Runde and Flanagan (2007) explain that the model separates cognitive and affective conflicts. Cognitive conflicts is task focused which means that the involved parties puts their concentration on problem solving, therefore Runde and Flanagan (2007) argues that cognitive conflicts are less likely to escalate into a dysfunctional conflicts. On the contrary, affective conflicts are more emotionally charged because focus is put on the person. This increases the probability conflict escalation resulting in negative effects such as damaged relationships and reduced collaboration.

Conflict Resolution by Rahim (2000)

Rahim et al. (2000) argues that justice is one of the most important concerns for employees in organizations. Justice and fairness encourages positive attitudes and facilitates conflict management, Rahim et al. (2000) therefore present the following hypothesis that was supported in the research: –
Employee’s perceptions of organizational justice will be positively associated with their use of the more cooperative (integrating, obliging and compromising) styles of managing conflict with their supervisors”.

INDUSTRY PROFILE

The automotive industry in India is one of the largest automotive markets in the world. It was previously one of the fastest growing markets globally, but it is currently experiencing flat or negative growth rates. In 2009, India emerged as Asia's fourth largest exporter of passenger cars behind Japan, South Korea, and Thailand, overtaking Thailand to become third in 2010. As of 2010, India was home to 40 million passenger vehicles. More than 3.7 million automotive vehicles were produced in India in 2010 (an increase of 33.9%), making India the second fastest growing automobile market in the world (after China). India’s passenger car and commercial vehicle manufacturing industry recently overtook Brazil to become the sixth largest in the world with an annual production of more than 3.9 million units in 2011. From 2011 to 2012, the industry grew 16-18%, selling around three million units. According to the Society of Indian Automobile Manufacturers, annual vehicle sales are projected to increase to 4 million by 2015, not 5 million as previously projected.

ANALYSIS AND INTERPRETATION

Gender Distribution

<table>
<thead>
<tr>
<th>S.NO</th>
<th>PARTICULARS</th>
<th>NO. OF RESPONSES</th>
<th>PERCENTAGE OF RESPONSES (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Male</td>
<td>57</td>
<td>81</td>
</tr>
<tr>
<td>2</td>
<td>Female</td>
<td>13</td>
<td>19</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>70</td>
<td>100</td>
</tr>
</tbody>
</table>
INFERENECCE:

From the above chart, it is inferred that majority of the respondents are male who contribute to 81% and the remaining 19% are female respondents.

Age distribution

<table>
<thead>
<tr>
<th>S.NO</th>
<th>PARTICULARS</th>
<th>NO. OF RESPONSES</th>
<th>PERCENTAGE OF RESPONSES (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Below 20 years</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>2</td>
<td>21-30 years</td>
<td>38</td>
<td>55</td>
</tr>
<tr>
<td>3</td>
<td>31-40 years</td>
<td>15</td>
<td>21</td>
</tr>
<tr>
<td>4</td>
<td>41-50 years</td>
<td>16</td>
<td>23</td>
</tr>
<tr>
<td>5</td>
<td>Above 50 years</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>70</td>
<td>100</td>
</tr>
</tbody>
</table>
INFERENCE:

From the above chart, it is inferred that majority of the respondents are between the age limit of 21 to 30 which is followed by the respondents whose age limit is between 41 to 50. 23% of the respondents were between 31 - 40 years of age. 21% of the respondents are between the age group of above 50 years 1% and the least is 0% below 20 years.

When conflict arise I usually stand on my principles?

<table>
<thead>
<tr>
<th>S.NO</th>
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<th>NO. OF RESPONSES</th>
<th>PERCENTAGE OF RESPONSES (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Strongly agree</td>
<td>23</td>
<td>33</td>
</tr>
<tr>
<td>2</td>
<td>Agree</td>
<td>38</td>
<td>54</td>
</tr>
<tr>
<td>3</td>
<td>Neutral</td>
<td>6</td>
<td>9</td>
</tr>
<tr>
<td>4</td>
<td>Disagree</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>5</td>
<td>Strongly disagree</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>70</td>
<td>100</td>
</tr>
</tbody>
</table>
**INFECTION:**

From the above chart, it is inferred that 54% of the respondents feel that the agree to access conflict is the competing, 33% feel strongly agree is the best conflict, 9% respondents feel neutral are the best conflict, the least 0% of the respondents feel that the strongly disagree to access conflict.

**During conflict I try to compromise?**

<table>
<thead>
<tr>
<th>S.NO</th>
<th>PARTICULARS</th>
<th>NO. OF RESPONSES</th>
<th>PERCENTAGE OF RESPONSES (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Strongly agree</td>
<td>52</td>
<td>74</td>
</tr>
<tr>
<td>2</td>
<td>Agree</td>
<td>17</td>
<td>24</td>
</tr>
<tr>
<td>3</td>
<td>Neutral</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>4</td>
<td>Disagree</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>5</td>
<td>Strongly disagree</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>70</td>
<td>100</td>
</tr>
</tbody>
</table>
INFERENCE:

From the above chart, it is inferred that 74% of the respondents feel that the strongly agree to access conflict is the compromising, 25% of the respondent feel agree is the best conflict, 2% of the respondents feel neutral to the conflict, 0% of the respondent feel disagree to the conflict and the least 0% of the respondents feel that the strongly disagree to access conflict.

I never try to compromise. I always insist on my opinion only?

<table>
<thead>
<tr>
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<th>NO. OF RESPONSES</th>
<th>PERCENTAGE OF RESPONSES (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Strongly agree</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>2</td>
<td>Agree</td>
<td>9</td>
<td>13</td>
</tr>
<tr>
<td>3</td>
<td>Neutral</td>
<td>32</td>
<td>46</td>
</tr>
<tr>
<td>4</td>
<td>Disagree</td>
<td>19</td>
<td>27</td>
</tr>
<tr>
<td>5</td>
<td>Strongly disagree</td>
<td>10</td>
<td>14</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>70</td>
<td>100</td>
</tr>
</tbody>
</table>
INFERENCE:

From the above chart, it is inferred that 46% of the respondents feel that the neutral to access conflict is the compromising, 27 % of the respondent feel disagree is the best conflict, 14% of the respondents feel strongly disagree to the conflict, 13% of the respondent feel agree to the conflict and the least 0% of the respondents feel that the strongly agree to access conflict.

FINDINGS

- Conflict Resolution strategies followed in VST MOTORS are Competing, Avoiding, Accommodating, Compromising and Collaborating.

- Significant association was found to exist between Conflict Resolution strategies and Organizational effectiveness.

- Significant difference between different conflict resolution Strategies and Age was found to exist.
  - From the above chart, it is inferred that 54% of the respondents feel that the agree to access conflict is the competing, 33% feel strongly agree is the best conflict, 9% respondents feel neutral are the best conflict, the least 0% of the respondents feel that the strongly disagree to access conflict.
  - From the above chart, it is inferred that 32% of the respondents feel that the agree to access conflict is the competing, 31% of the respondent feel neutral is the best conflict, 19% of the respondents feel disagree to the conflict, 14% of the respondent feel strongly agree to the conflict and the least 4% of the respondents feel that the strongly disagree to access conflict.
  - From the above chart, it is inferred that 66% of the respondents feel that the agree to access conflict is the compromising, 20 % of the respondent feel neutral is the best conflict, 14% of the respondents feel strongly agree to the conflict and the least 0% of the respondents feel that the strongly disagree to access conflict.
respondents feel strongly agree to the conflict, 0% of the respondent feel disagree to the conflict and the least 0% of the respondents feel that the strongly disagree to access conflict.

SUGGESTIONS

1. This requires that each person stop placing blame and take ownership of the problem. Make a commitment to work together and listen to each other to solve the conflict.

2. To solve interpersonal conflict, all parties must talk about their interests or the whys behind their positions. They must share their true interests and work together to find a solution that satisfies those interests. When individuals have differing lifestyles, values, and schedules the need to discuss their differences is critical in managing conflict. You must develop a balanced plan of give and take that satisfies everyone’s interests.

CONCLUSION

A conflict arises when individuals have varied interests, opinions and thought processes and is just not willing to compromise with each other. It is always wise to adjust to some extent and try to find a solution to the problem rather than cribbing and fighting. Conflict management goes a long way in strengthening the bond among the employees and half of the problems automatically disappear. Individuals must feel motivated at work and find every single day exciting and challenging. Before implementing any idea, it must be discussed with everyone and no one should ever feel ignored or left out.

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