

A Study on Effectiveness of Conflict Management Strategies in Telecom Industry

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Abstract

In the current scenario, there are different types of people who are working in the organization. Due to heterogeneity the conflict are bound to happen and this has generated the interest in the author. This study critically explicates the conflict management strategies of organizations in telecom industry. The researcher used Survey research method in carrying out the research. During the survey, questionnaires, Personal interviews and physical observation were used, while secondary data was also used to complement. The sample size for the paper is 168 employees working in various telecom company. Data was analyzed using chi- square test. The researcher further reviewed related literatures on the subject matter to sample the opinions of various authors and authorities on the subject. The literature review centered on the key issues involved in conflict management. Several findings were made in this research which includes among others that. A wide range of intervention activities may be utilized to deal with conflicts at various organization levels. That to increase cooperation between departments in trying to facilitate mutual communication of needs and minimize the negative attitudes, two strategies should be employed. They are locating a common enemy and locating a super ordinate goal.

Keywords: Conflict management strategies, telecom industry, individual performance, Team performance.

INTRODUCTION

In the present competitive scenario, it has been observed that most of the organization are dependent on the team to perform their work. When the diverse people work in team towards the attainment of the organization goal conflicts becomes a natural phenomenon. Conflict is a natural phenomenon which is bound to happen when people are working in a team. Various researches have been done to understand the impact of conflict on the working of the organization. The findings are indicating that conflict may negatively influence the team performance. Although some suggest the positive or no impact on organizational performance. So, it has increased the curiosity of the authors to understand the different strategies adopted by the organization for conflict management and their effectiveness in telecom industry. India's telecommunication network is the second largest in the world by number of telephone users with 1.206 billion subscribers as on 30 September 2018. It has one of the lowest call tariffs in the world enabled by mega telecom operators and hyper-competition among them. India has the world's second largest internet user base. As on 30 September 2017, there were 324.89 million internet subscribers in the country.

India is currently the world's second-largest telecommunications market with a subscriber base of 1.05 billion and has registered strong growth in the past decade and half. The Indian mobile economy is growing rapidly and will contribute substantially to India's Gross Domestic Product (GDP), according to report prepared by GSM Association (GSMA) in collaboration with the Boston Consulting Group (BCG). The country is the fourth largest app economy in the world.

“When two people in business always agree, one of them is unnecessary”- W. Wrigley Jr.

Conflict is a process in which an effort is purposefully made by one person or unit to block another that result in frustrating the attainment of the other's goals or the furthering of his interests. Thus, the focus of this paper is to understand the different strategies adopted by the organization for conflict management and their effectiveness in telecom industry

LITERATURE REVIEW

Early clash and gatherings scholars have concentrated on the negative impacts of group struggle (Brown, 1983; Hackman and Morris, 1975; Pondy, 1967; Wall and Callister, 1995). Strife has been recommended to meddle with group execution and diminish fulfillment since it produces strain, opposition, and diverts colleagues from playing out the undertaking. Observational proof has upheld the negative connection amongst strife and group profitability and fulfillment (Gladstein, 1984; Saavedra, Earley, and Van Dyne, 1993; Wall and Nolan, 1986). Deutsch (1973), Coser (1956), and Walton (1969) perceived that low levels of contention could be gainful. At the point when in struggle, individuals stand up to issues, figure out how to take alternate points of view, and should be innovative (see likewise Levine, Resnick, and Higgins, 1993; Nemeth, 1986; Tjosvold, 1997). At the point when struggle is truant, groups won't not understand that wasteful aspects exist. To be sure, examine by Schulz-Hardt, Mayer, and Frey (2002) demonstrated that groups settled on better choices when prediscussion inclinations were in difference instead of understanding. Schwenk (1990) abridged research on demon's promotion and found that people presented to an argumentative third party improved judgments than people not presented to a contentious third party. At long last, examine on group basic leadership by Hollenbeck et al. (1995, 1998) showed that, all else break even with, colleagues whose suggestions are uncorrelated or contrarily related (i.e., struggle) give more an incentive as a unit than do colleagues whose proposals are associated high and positive (and subsequently excess). In spite of the fact that a pre dialog difference seems to animate the nature of collective choice making, this beneficial outcome separates immediately when struggle turns out to be more intense. Carnevale and Probst (1998) demonstrated that, contrasted and a control condition in which no contention was prompted, members were more adaptable in their reasoning and more imaginative in their concern arrangements when they expected an agreeable transaction (low clash) with another person. At the point when members foreseen a focused, antagonistic arrangement (high clash), in any case, intellectual adaptability and inventive reasoning diminished generously. Carnevale and Probst clarified these impacts regarding intellectual load—as strife strengthens and excitement increments, subjective load builds, which meddles with psychological adaptability and imaginative reasoning.

RESEARCH OBJECTIVES

1. To determine whether or not conflict disrupts the activities of business enterprises and whether management of organization could avoid conflict in the organization.
2. To expose the negative and positive effects of conflicts on organizations growth.
3. To determine the various means and also strategies organizations could employ employee towards handling conflict situation.

RESEARCH METHODOLOGY

To conduct the study and to explore whether team conflict influences team performance in a positive or negative way. Additionally, researcher has tried to identify whether the conflict management strategies are dispensable to get the positive impact of the conflict on organizational performance. To conduct the study quantitative method has been adopted. Under, quantitative method survey method has been used. Structured questionnaire were used to collect the data. Sample size to conduct the study was 168 from different telecom companies from the area of Delhi & NCR. Questionnaire were given to the people who belong to middle level. Convenient sampling is used to collect the data. Data is analysed by using Chi- square test.

DATA ANALYSIS AND INTERPRETATION

HYPOTHESES TESTING

4.2.1 HYPOTHESIS ONE

H₀: The existence of conflict does not hinder organizational goal.

H₁: The existence of conflict hinders organization goal.

In testing the above hypothesis, the decision rule states that at 0.5 level of significance with 2 degree freedom; if calculated value of chi-square is $X^2 > X^2_0$ reject H_0 and accept H_1 when X^2_0 is the table value of 5.991.

CALCULATION OF CHI-SQUARE IN RESPECT OF HYPOTHESIS ONE

Response Variable	O	E	O-E	O-E ²	$\frac{O \cdot E^2}{E}$
Agree	140	83	57	3249	39.14
Disagree	28	17	11	121	7.11
Total					46.25

Computed chi-square or calculated value $X^2 = 46.25$

Table value = 5.991

The chi-square shows that the calculated value of 46.24 is greater than the table value of 5.991 at 2 degree of freedom and at a probability level of 0.5. This result shows that the alternative hypothesis (H_1) that represents positive response tested statistically significant and it was accepted that the existence of conflict does not hinder organizational goals.

H₀: Effective conflict management is dispensable if coordinated efforts and productive achievements are to result.

H₂: Effective conflict management is indispensable if coordinated efforts and productive achievements are to result.

The decision rule states at 0.5 level of significance, with 2 degrees of freedom, if computed chi-square or calculated value $X^2 > X^2_0$ is the table value of 5.991.

CALCULATION OF CHI-SQUARE IN RESPECT OF HYPOTHESIS TWO

Response Variable	O	E	O-E	O-E ²	$\frac{O \cdot E^2}{E}$
Productive	140	83	57	3249	39.14
Unproductive	28	17	11	121	7.11
Total					46.25

Computed chi-square or calculated value $X^2 = 46.25$, Table value = 5.991.

DECISION TAKEN

The chi-square shows that the calculated value of 46.25 is greater, than the table value of 5.991 at 2 degrees of freedom and at a probability level of 0.5. This result shows that the alternative hypothesis (H_2) that represents the positive response tested statistically significant and it was accepted that effective conflict management is indispensable if coordinated efforts and productive achievements are to result.

CONCLUSION & RECOMMENDATIONS

Based on the result indicated after the testing of hypothesis it is quite evident that conflict does not influence the growth of the organization. But, it can be concluded that conflict is not detrimental to the performance of the team only when it is handled properly. Additionally, it can also be concluded that most of the organization need proper conflict management strategies are to reap the benefits of conflicts in the team. It is quite evident that if there is conflict among team members up to certain extent then it increases the creativity and innovativeness in the team. Conflict will also provide stimuli to different team members to generate new and creative idea. The specialist likewise watched that respondents incorrectly see struggle from a negative point of view as ruinous or broken. The reality of the matter is that contention might be awkward, if changes are to happen if associations are to survive and adapt.

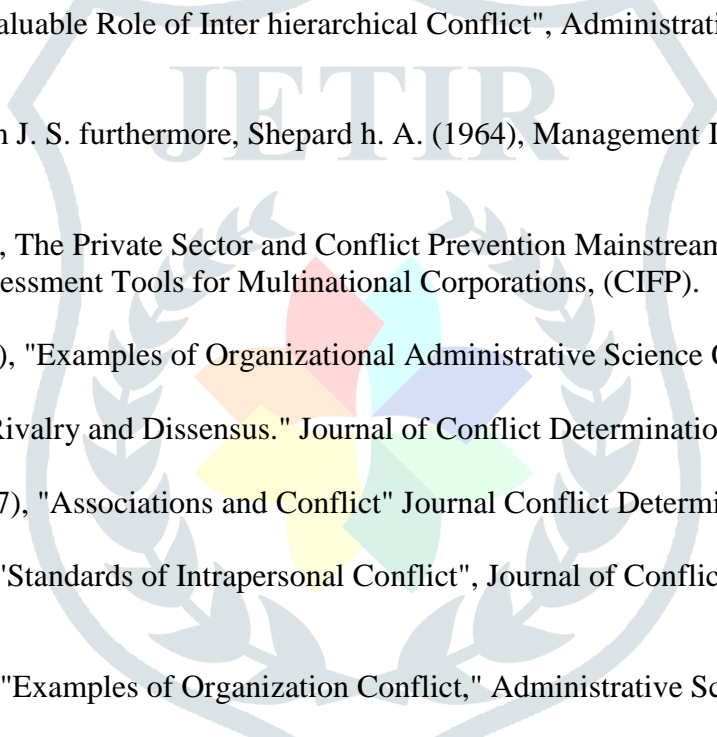
Researchers likewise watched that all associations, however basic or complex must have a scope of instrument or systems for overseeing struggle.

RECOMMENDATIONS

In view of the discoveries of this venture report, the accompanying proposals are made: Authoritative changes and development does not simply happen, it required a stimulant which is strife. In this manner, administrators should grasp strife contrarily as well as decidedly to empower them address up with difficulties.

Chairmen or supervisors must acknowledge the necessities to impact the formative elements of a contention, with the goal that the gatherings' dispositions and activities will prompt better coordination and a more suitable relationship.

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