Impact Of Workplace Conflict On Job Satisfation A Study On Selected Companies Passing Through Employee- Conflict

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Abstract: *In the current scenario it has been found that the dynamic market reviving from the recent recession has seen a lot of changes in the employee's perspectives and behaviour. With new avenues opening up for employees enhancing attrition, each organization needs to map the satisfaction of its employees with the Human Resource (HR) practices it follows to ensure that the talent pool is retained. The present highly ambitious organization and highly ambitious employees put the organization in such a critical condition that conflict become inherent to the organization.*
Key words: *conflict, dynamic, perspectives, practices etc.*

I.   Introduction

Most of the research has been conducted either regarding dispute or regarding conflict or regarding job satisfaction separately. Very few researches have been conducted regarding the impact of various factors of work place conflict on various factors of job satisfaction that are relevant to India manufacturing industries. The current study is an attempt to determine the relationship between the workplace conflict and the job satisfaction. It is observed from the review of literature that in an organization, reduction of attrition and improvement of turnover can be achieved by increasing the involvement of highly skilled employees. It can be only possible by finding out the conflict resolution technique which will ultimately helpful for getting job satisfaction of the employees. From an organizational standpoint, good HR practices also help in attracting and retaining talent, training people for challenging roles, developing their skills and competencies, increasing productivity and profits and enhancing the standard of living. Further effective HR practices and policies must ensure that the employees are satisfied and committed to the organization only. Job satisfaction is related to life satisfaction.

There should not be any doubt that a satisfied worker is a productive worker. High morale and satisfaction increase productivity, as seen in Hawthorne studies conducted in an electrical plan in Chicago. The work environment has a role in job satisfaction. However, a comprehensive approach is must to understand job satisfaction which includes factors like employees' age, health, education, social status, level of aspiration, recreational outlets, activities in the organization, etc. These factors have a significant impact on employees' job satisfaction. Each of these factors has its own role in one's need and expectation from the job.

II.   Literature Review

A significant & a positive relationship between 'organisational knowledge' and 'intrinsic job satisfaction' (Brown Andrea Kirk, Wallace Debra, March-2004). Further Brown et. al found that training in organisational behaviour principles contribute positively to the workplace counsellor's job satisfaction & service to the individual clients & to the organisationPoor health & wellbeing can trigger the conflict in the workplace and reduced to extent to which conflict is managed in the problem solving way (De Dreu et. al). Further De Dreu et. al found that if conflict is managed poorly then it has a negative long term consequences for the individual health & wellbeing, producing psychomatic complain & feeling of burnout.The overall impact of interpersonal conflict may result into deteriorating organisational climate, culture, team spirit, morale, motivation and productivity (Shweta, Srirang jha). Further Shweta et. al found that no single antecedent rather than interplay of four antecedents triggering the interpersonal conflict at workplace. Likely (individual differences, interpersonal issues, organisational factors & extra organisational issues). Work overload and interpersonal conflict mediate the impact of role stress on emotional exhaustion, job attitudes & behaviours (Jaramillo, Jayprakash and James, summer 2011). Further Jaramillo et. al found that role stress affects emotional exhaustion directly as well as by creating work overload perception and interpersonal conflict at work place.Interpersonal conflict is a natural outcome of human interaction and also interpersonal conflict focused on conflict styles (Bergmann & Martin).Good HR practices help in attracting and retaining talent, training people for challenging roles, developing their skills and competencies, increase productivity and profits and enhancing the standard of living, ultimately employee will get maximum satisfaction by which conflict may be

reduced.(Verma Anuradha et. al, 2012).Discussing interests and synthesizing multiple interest would indicate presence of a latent integrating interest of conflict frame (H. Tinsley Catherine et. al, 1997) further H. Tinsley Catherine et. al found that attention to the needs of one's broader collective, during conflict management is one attribute of the relational bargaining frame.Leader member exchange relationship has a remarkable impact o the subordinate outcomes, like satisfaction with work, commitment, in role performance and organisational citizenship behaviour.(Wahyu Ariani Dorothea, march 2012). Further Wahyu Ariani Dorothea found that job satisfaction , affective organisational commitment and leader member exchange become the mediating variables to reduce cognitive dissonance.The employees who exhibit job satisfaction and work experiences behaviours are more likely to heighten their desires to be empowered (Gill Amarjit et. al, 2012).A scope to engineer their recruitment practices for increase job pleasure and reduced job discontent which lead to increase organisational performance (Jha Sumi et. al, January 2012).Employment relationship conflict eliminated through organisational and procedural innovations and other management improvements that a unity of interests among employers and employees can be achieved.(Lewin David, nov 2001).The major influencing factors which impact upon the job satisfactions are gender of the employee, experience, treatment by supervisors, work environment and emotional intelligence contribute to the employee's job satisfaction(R. Narayan et. al, nov, 2011).Most of the employees are happy and satisfied with their workplace and qualification doesn't have any direct relation with employee motivation to extra work (Paul Tarak, 2012).

Objectives Of The Study
To explore the factors behind workplace conflict.
To explore the factors of job satisfaction.
To study the impact of work place conflict on job satisfaction.

Hypotheses
The association between the age of the respondent and their ability to balance work place conflict is not statistically significant.
The association between the Working environment of the respondent and their ability to balance work place conflict is not statistically significant.
The association between the external motivation of the respondent and their ability to balance work place conflict is not statistically significant

III. Research Methodology
The proposed research work will be mostly experimental research design, which is otherwise known as causative research design. Here the cause –effect relationship embark upon the work-place conflict & job satisfaction respectively.

Sampling
The data will be collected directly from the employees who are directly or indirectly concerned with work place conflict in the specified organisations.

Statistical tools to be used
The statistical tools have been employed for the testing of hypotheses taken. The statistical tools taken depend on the suitability of the need. The hypotheses formed are on the basis of this research requirement. Statistical tools like different parametric and non parametric tests are being used. The hypotheses, where job satisfaction taken as a dependable variables and work place conflict as an independent variables.

Data Interpretation And Testing Of Hypotheses
The association between the age of the respondent and their ability to balance work place conflict is not statistically significant.

S.No.	Age Group	Work place Conflict		Total
		Able to balance	Unable to balance	
1.	Below30 Year	12(19.5)	18(10.5) 30	15
2.	31- 40 Year	10(10.5)	6(5.6) 16	10
3.	Above40 Years	30 (22.1)	4(11.9) 34	10

(Figure given in the brackets represents the expected Frequency)
$X2=\sum(O-E)2/E= 16.26$
V = Degree of freedom,

V = (r-1)(c-1)
= (3-1)(2-1) = 2
for V =2,
X2 =5.991

The association between the Working environment of the respondent and their ability to balance work place conflict is not statistically significant.

It is observed that the motivating and extremely motivating environment improves efficiency and performance of employees.Table:2 revels, in motivating and extremely motivating environment employees are able to balance work place conflict better.

Null Hypothesis (H0)
The association between the Working environment of the respondent and their ability to balance work place conflict is not statistically significant.

S.No.	Working Environment	Work-Place Conflict		Total
		Able to balance	**Unable to balance**	
1	Extremely motivating	6	2	*6*
2	Motivating	3	7	*10*
3	De motivating	15	16	*19*

X2=∑(O-E)2/E= 16.26
V = Degree of freedom,
V = (r-1)(c-1)
= (3-1)(2-1) = 2
for V =2,
X2 =5.991

The association between the external motivation of the respondent and their ability to balance work place conflict is not statistically significant

S.No	*External motivation*	Able to Balance	Unable to Balance	Total
1	*External motivation* provided	*12*	*6*	*18*
2	*External motivation* not provided	*11*	*6*	*17*

X2=∑(O-E)2/E= 1.88
v = Degree of freedom,
v = (r-1)(c-1)
= (2-1)(2-1) = 1
for v =1,
X2 =3.841

IV.   Findings And Discussion
The calculated value of X2 is more than the table value; Hence the null hypothesis is rejected. As the calculated chi-square value (16.26) is greater than the tabulated value (5.991) at 5% level of significance for 2 degree of freedom, the null hypothesis is rejected. Hence it could be concluded that the association between the age of respondent and their ability to balance work place conflict is statistically significant.
The calculated value H1 is more than the table value, Hence the null hypothesis is rejected. As the calculated chi-square value (16.12) is greater than the tabulated value (5.991) at 5% level of significance for 2 degree of freedom, the null hypothesis is rejected.
Hence it could be concluded that the association between the Working environment of respondent and their ability to balance work place conflict is statistically significant**.**
 It could also be concluded that the association between the external motivation of respondent and their ability to balance work place conflict is statistically significant**.**

Probable Managerial Implications

In this research, the researchers tried to find out some important conflict factors which are very much relevant to the study. Further the researcher tried to find out some resolution technique which will be help full for the managers to guide the employees and also help full for eliminating them from workplace conflicts which are generally arise in the day-to-day business. By using the conflict resolution techniques the researchers will find out the exact reasons which will help full for enhancing the employee productivity, developing employee morale, eliminating the absenteeism rate, decrease employee turnover, decrease employee attrition rate, create good organisational culture and also for creating good working atmosphere, where there will be a chance of creating good industrial relation and eliminating the industrial disputes etc. It is also help full towards the boarding managers they can easily attract and retain the potential workforce to meet the future challenges with the ever changing market trends. This research has demonstrated many conflict techniques which will be helpful for the dynamic managers to eliminate the conflicts in a holistic manner for the better job satisfaction of the employees.

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