

## **EMPLOYEE PARTICIPATION MANAGEMENT IN CONFLICT RESOLUTION**

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### **ABSTRACT**

The modern corporate are treating employees are big assets to the company and they are their brand icons in the society. Managers have to deal with conflict in the workplace every day. Conflict management is the ability to be able to identify and handle conflicts sensibly, fairly, and efficiently. Conflict is not simply inevitable; rather, conflict is central to what an organization is. Conflict management is the practice of being able to identify and handle conflicts sensibly, fairly, and efficiently. Since conflicts in a business are a natural part of the workplace, it is important that there are people who understand conflicts and know how to resolve them. This is important in today's market more than ever. Everyone is striving to show how valuable they are to the company they work for and at times, this can lead to disputes with other members of the team. The research examines a variety of dimensions of employee suggestions, conflict management and dispute resolution systems. It examines the role of conflict management and dispute resolution, how employers are managing and resolving conflict within their organizations, the various dispute resolution procedures being used, and their effectiveness has been depicted in the research. Organizations selected belong to twin cities of Hyderabad and were stratified into nine (9) public sector and seven (7) private service organizations. The sample size of respondents chosen has been 60. Questionnaires were either self-administered or through the face-to-face interview.

**Keywords:** Employee Participation, Communication system, Work culture, Job Analysis, Conflict at Work

### **INTRODUCTION**

Suggestion Systems are introduced with an intention that employees can contribute their views, thoughts and help organizations in efficient management of resources. It acts as a contract

between employer and employee where the latter is rewarded for worthy ideas. Employee Participation Systems [EPS] is a tool that managers can utilize to help employees bridge the gap between their present level of performance and their desired level of performance. The challenge for the organization is to keep the working environment free from conflicts and misunderstandings.

However, this seems to be a herculean task. Employees from different age groups, educational backgrounds, working experience and culture work in the organization. Hence there lies this urge to encourage employees to participate in issues concerning their professional development.

### **NEED FOR THE STUDY**

Organization leaders are responsible for creating a work environment that enables people to thrive. If turf wars, disagreements and differences of opinion escalate into interpersonal conflict, you must intervene immediately. It's important to understand that most employees do not come to their jobs with the total knowledge and experience required to perform perfectly. Hence there may be instances that conflicts arise because of ego, inferiority complex, frustration so on and so forth. Employee Participation Systems [EPS] can help to solve conflicts to a large extent.

### **RESEARCH OBJECTIVES**

The primary objective of this study is to assess the impact of Employee Suggestions Systems on Conflict resolution as given below:-

1. To examine conflict management style.
2. To determine empirically the relationship between Employee Suggestions Systems and Conflict resolution .
3. To examine strategies used to manage conflict effectively and Introduce of a new conceptual model for enriched employee suggestion system Research methodology
4. The methodology followed for collection, analysis under interpretation of data is explained below.

### **1. Research designs**

There are generally three categories of research based on the type of information required, they are

1. Exploratory research
2. Descriptive research
3. Casual research

The research category used in this article is descriptive research, which is focused on the accurate description of the variable in the problem model.

## **2. Data collection method**

Data collected through the following sources: Primary data and Secondary data.

### Primary Data

1. Questionnaire method
2. Interview method

### Questionnaire Method

Set of questions was prepared on the subject matter and was given to employees from the different companies. They were requested to give their opinion by selecting one of the options for each question so as to study their attitude, level of knowledge on the subject to measure the effectiveness of under taken study.

### Interview Method

This followed after filling up the questionnaire so as to derive some of their opinions, which were neither reflected nor revealed while answering the questionnaire.

### Secondary Data

It has been collected from books, journals, websites, case studies.

## **3. Sample design**

- a) Sampling unit: the study is directed towards the executives of managerial level.
- b) Sample size: sample size of 60 is taken in this study.

## **SCOPE OF THE STUDY**

We used data from a 2017 survey of 60 employees. Karl Pearson Coefficient of correlation is used to study the relationship between Employee Suggestions Systems and Conflict resolution

## **LITERATURE REVIEW**

In the world of work, businesses have many information sources to draw upon in their quest to attract, retain and develop the best talent. Those sources include resumes , references , and less frequently psychometric tests , structured or semi-structured interviews, and potentially assessment centers..The purpose of this essay is to demonstrate the importance of this new role by first describing Employee Suggestions Systems of Organization , its training and development planning system, and the intended links between these two systems.

## **Conflict**

### **Employee Participation Systems [EPS]**

Meaning and Definition: Suggestion systems are among the instruments for channeling creativity. companies will be able to transfer employee creativity optimally into practicable ideas. "Suggestion programs create a win-win situation," Kate Walter wrote in *HR Magazine*. "More involvement and input for employees and improved efficiency and cost-savings for employers."

### **Research Population**

The study was conduct d in twin cities of Hyderabad and Secunderabad. These companies deliver products and services in a very stiff competition at a national and global level.

**Table 1: Population of the study**

Variables (n=60)	Number of employees	%
Public sector	30	50
Private sector	30	50
Total	60	100

	<b>Individual participation</b>	<b>Group participation</b>
<b>Direct participation</b>	Direct consultation Interviews (surveys)	Health circles Project groups Team work / Group work
<b>Indirect participation</b>	Peer observations Feedback systems	Safety representatives in the company (e.g. shop stewards work councils, safety councils etc.)

Tools used: The tools used for hypothesis testing Karl Pearson’s Coefficient Correlation.

Hypotheses: Ho: Employee Suggestions Systems is not positively related to Conflict resolution.

Ha: Employee Suggestions Systems is positively related to Conflict resolution.

**RESULTS AND DISCUSSIONS**

**Table 2: Employee Suggestions Systems Constructs: Mean and Standard Deviation of Employees Agreeing and Disagreeing**

S.N	Employee Suggestions Systems Constructs	Mean	SD
1	Do you agree there is a designated place or person to collect and implement employee suggestions?	3.5	1.2
2	Do you agree employees are encouraged to submit improvement ideas?	3.6	1.2
3	Do you accept that potentially useful ideas are never stifled by employees or supervisors?	3	1.7
4	Do you agree your organization ensures consistent rewards and recognition for employees to make creative ideas?	4.1	0.7

**Table 3: Employee Suggestions Systems Constructs: Frequency and Percentages of Employees Agreeing and Disagreeing**

S.N	Employee Suggestions Systems Constructs	SDA	DA	NE	AG	SA	Total
1	Do you agree there is a designated place or person to collect and implement employee suggestions?	0 [0%]	10 [16.6%]	30 [50%]	0 [0%]	20 [33.3%]	60
2	Do you agree employees are encouraged to submit improvement ideas?	0 [0%]	20 [33.3%]	10 [16.6%]	10 [16.6%]	20 [33.3%]	60
3	Do you accept that potentially useful ideas are never stifled by employees or supervisors?	10 [16.6%]	0 [0%]	0 [0%]	0 [0%]	50 [83.4%]	60
4	Do you agree your organization ensures consistent rewards and recognition for employees to make creative ideas?	0 [0%]	0 [0%]	10 [16.6%]	30 [50%]	20 [33.3%]	60
	Total	10[4.1]	30[12.5]	50[20.8%]	40[16.6%]	110[45.8%]	240

Constructs: Frequency and Percentages of Employees Agreeing and Disagreeing

**Table 4: Conflict at work Constructs: Mean and Standard Deviation of Employees Agreeing and Disagreeing**

S.N	Conflict at work Constructs	Mean	SD
1	Do you accept there is difference of opinion among group members?	3.4	0.8
2	Do you accept members of your group are supportive of each other's ideas?	3.1	0.7
3	Do you accept there are personality clashes between your group and other groups?	3.5	0.5
4	Do you accept other groups withhold information necessary for the attainment of your group tasks?	3.1	1.1

**Table 5: Conflict at work constructs: Frequency and Percentages of Employees Agreeing and Disagreeing**

S.N	Conflict at work Constructs	SDA	DA	NE	AG	SA	Total
1	Do you accept there is difference of opinion among group members?	0 [0%]	10 [16.6%]	10 [16.6%]	40 [66.66%]	0 [0%]	60
2	Do you accept members of your group are supportive of each other's ideas?	0 [0%]	10 [16.6%]	30 [50%]	20 [33.3%]	0 [0%]	60
3	Do you accept there are personality clashes between your group and other groups?	0 [0%]	0 [0%]	30 [50%]	30 [50%]	0 [0%]	60
4	Do you accept other groups withhold information necessary for the attainment of your group tasks?	10 [16.6%]	0 [0%]	20 [33.3%]	30 [50%]	0 [0%]	60
	Total	10[4.1%]	20[8.33%]	90[37.5]	120[50%]	0[0%]	240

## **FINDINGS AND DISCUSSIONS**

This section presents the research findings and discussion of the results with reference to the specific research objectives. “ Impact of Employee Suggestions Systems on Conflict at Work.”

- As shown in the above table.2, Q.No.4 , has got the highest mean value with 4.1which shows employees are given rewards and recognition to make creative ideas and help in

overall growth of the organization. Its a positive sign of employee participation through employee suggestion system.

- Table. 3, gives a fair picture of frequencies and percentages. With special reference to Q.No.3, majority of the respondents i.e.,50 , amounting to 83.4%strongly agree their ideas are not misinterpreted or misrepresented by their immediate supervisors. It indicates the originality of the employee suggestions is ethically preserved by the management
- Conflict at work is inevitable and unavoidable as we can see through table 4.Q.No.3, with the highest mean value 3.5. The respondents feel there are personality clashes among the members of different groups which is not a welcome sign.
- Table 5 depicts the frequencies and percentages of employees agreeing and disagreeing. According to the research statistics, Q.No.1 in table 5. Has the highest percentage of employees agreeing ie., 40 in number and 66.66% , there is difference of opinion among group members.
- 10% of respondents strongly disagree and 12.5% disagree their employee suggestion system is not efficient. 20.8% are neutral and 16.6% agree. A majority of 45.8% strongly agree that their employee suggestion system is efficient in reducing conflict at work.

## **CONCLUSION**

Providing opportunities to build ‘Employee Suggestions Systems’ benefits both the employee and employer. It helps in motivating employees to achieve higher standards in work and thereby increasing overall efficiency. It is important to understand that Suggestions in and of itself can motivate a work force. Hence, it is an integral part of what is needed to accomplish the long-term goals of the agency.

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