

"INTERPERSONAL RELATIONSHIP AND ITS IMPACT ON MANAGING AN ORGANIZATIONAL CONFLICT": A STUDY ON SELECTED UNIVERSITIES OF DEHRADUN

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ABSTRACT

Interpersonal relationship is an important aspect in any organization. The employees are the valuable assets of an organization. Every organization wants to improve its efficiency. To survive and compete. In today's fast paced world, it's very difficult hire people and keep them. So, organizations are trying to keep the workforce. And get the best out of them in that process. They want greater productivity that is Maximum output with less input. A study on interpersonal relationships and levels of organizational effectiveness. Improves understanding of workers' concerns, which means attracting, retaining, developing, motivating, and communicating to provide the best of the organization. Conflict is a vital thing in any organization and no organization is safe from it. Higher education institutions are also not free from this. The conflict mostly takes place between the faculty and administration. Many scholars have urged that the educators must learn the conflict management skills so as to overcome it, every individual uses different type of different types of conflict styles. This research aims to cover different conflict management strategies used by faculty and administration of different universities. The present study made an attempt.

Keywords: Interpersonal relationship, Conflict management, Model, Educational Institutions

INTRODUCTION

As educational institutions are growing very rapidly because of education era. So many people are worked with this organization and its obvious where employees are working conflicts can also exist. There can be many factors of conflicts like Misunderstandings, Poor communication, Lack of planning, poor staff selection. Organizational disagreement between two or more members or groups of the organization that derive from the fact that they have to share scarce

resources or work activities and from the fact that they have different goals, values or perceptions. The organizational conflict is a state of discord caused by real or perceived opposition to the needs, values and interests among the people who work together. Conflict takes many forms in organizations. Mary Parker Follett defines conflict as "the aspect of difference, the difference of opinions, interests". David L. Austin (1972) defines that organizational conflict is a disagreement between two or more individuals or groups, with each individual or group trying to gain acceptance of their vision or goal over others. There is the inevitable clash between formal authority and power and interested individuals and groups. There are disputes about how to divide income, how work should be done and how many people should work for a long time. There are more subtle forms of conflict involving rivalries, jealousies, personality clashes, the role of definitions and struggles for power and favor. There is also a conflict with individuals, between competing needs and demands, to which individuals respond in different ways. The organizational conflict, also known as workplace conflict, is described as a state of disagreement or misunderstanding, as a result of real or perceived disagreement with needs, beliefs, resources and relationships between members of the organization. In the workplace, when two or more people interact, the conflict occurs when the opinions relating to any task or decision are in contradiction.

REVIEW OF LITERATURE

John R Rizzo, Robert J House, Sidney Lirtzman, 1970 This study establishes that the dysfunctional individual and the organizational consequences derive from the existence of role conflicts and role ambiguity in complex organizations. However, systematic measures and empirical evidence of these role constructions are lacking. The analysis of manager responses show that these two constructions are measures derived from identifiable factors independent of the conflict of roles and the ambiguity tend to correlate in two samples in the directions foreseen with the measures of organizational and management practices and direct behavior, and with the member satisfaction, anxiety and prosperity to leave the organization.

Alicia S. M. Leung, 2008 This author finds the effect of interpersonal conflict on team performance. His study also finds the causes of conflicts that include a demanding leader, the inconsistency between speech and action and favoritism within the group. Conflict resolution strategies have been classified as avoiding and cooperative. Competitive strategies have not been adopted. The strategies of avoidance implied deference to authority, giving a face and maintaining harmony, while strategies of cooperation involved creating trust.

Stockholm, 2010 According to this author, the association between interpersonal relationships at work and organizational factors, working conditions and health. Interpersonal relationships are

considered an important component of psychological working conditions, but are not adequately studied.

Sulhaini, 2010 The discovery of this author suggests that interpersonal relationships have greater roles as a communication channel, the key mechanism for solving problems and strengthening interpersonal and organizational trust, which reduces the perception of risk and the uncertainty associated with the market and business relationship.

Tara C. Reich & M. Sandy Hershcovis, 2011 According to these surveys, interpersonal relationships in the workplace are an inevitable reality for all those working in organizations. Although they have often been studied from a negative perspective, for many these relationships can provide a context in which working people can satisfy their "need to belong" (Baumeister and Leary, 1995). The current chapter examines the literature in the area of positive interpersonal relationships in the workplace. We adopt a multi-level approach, examining the area from an organizational, group and dyadic point of view and focusing on the results and predictive factors of positive work relationships. We also examine some common methodologies used in this type of research before concluding with some implications for science and practice, as well as suggestions for future research.

Caitlin Ann Demsky, 2012 Interpersonal conflict is an important stress factor at work that has been associated with several negative employee outcomes, such as a higher level of psychosomatic disorders (Pennebaker, 1982), anxiety, depression and frustration (Spector & Jex, 1998). This study contributes to recovery research by examining the role of moderator of experiences on the relationship between interpersonal conflict in the workplace and well-being (eg. Job satisfaction, life satisfaction and general health complaints).

OBJECTIVE OF THE STUDY

1. To identify the various factors which influence an organizational conflict.
2. To analyze the impact of interpersonal relationship and roles on an organizational conflict.

Hypothesis formulation:

Hypothesis

H0= There is no significant impact of interpersonal roles on an organizational conflict.

H1= There is significant impact of interpersonal roles on an organizational conflict

RESEARCH METHODOLOGY

Research is the systematic gathering, recording and analysing of facts and figures for the purpose of drawing conclusions. Research Methodology is a way to systematically solve the research problem. Research Methodology constitute of research method.

SAMPLING TECHNIQUE : Random Sampling

SAMPLE SIZE : 100

SAMPLE UNIT : Employees

SAMPLE AREA : Institutions and Universities in Dehradun

Data Analysis

Data analysis is a process of data inspection, cleaning, transformation and modeling in order to discover useful information, report conclusions and support the decision-making process. Analysis refers to the division of a whole into its separate components for an individual examination. Data is collected and analyzed to answer questions, test hypotheses or disprove theories.

To analyze the data and reach our research goal, we need to understand the motivation factors of the employees from different awards. The demographic characteristics are made on the composition of a population. Demographic variables, also known as personal characteristics, are widely used in managerial research. Demographic variables, such as age, sex, qualification of education and possession that are directly related to organizational strategies of motivation.

RELIABILITY TEST TABLES

Reliability refers to the extent to which a scale produces consistent results, if the measurements are repeated a number of times. The analysis on reliability is called reliability analysis. Reliability analysis is determined by obtaining the proportion of systematic variation in a scale, which can be done by determining the association between the scores obtained from different administrations of the scale. Thus, if the association in reliability analysis is high, the scale yields consistent results and is therefore reliable.

INTERPERSONAL RELATIONSHIP REALIBILITY TEST

Case Processing Summary

| | | N | % |
|-------|-----------------------|-----|-------|
| Cases | Valid | 100 | 91.7 |
| | Excluded ^a | 9 | 8.3 |
| | Total | 109 | 100.0 |

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

| Cronbach's Alpha | N of Items |
|------------------|------------|
| .930 | 24 |

Scale Statistics

| Mean | Variance | Std. Deviation | N of Items |
|-------|----------|----------------|------------|
| 69.65 | 295.444 | 17.188 | 24 |

MEAN AND SD TABLES

INTERPERSONAL RELATIONSHIP

Descriptive Statistics

| | N | Mean | Std. Deviation |
|--|-----|------|----------------|
| I have the materials & equipment I need to do my job efficiently | 100 | 2.90 | .810 |
| I receive the information & communication I need to do my job | 100 | 2.94 | .941 |

| | | | |
|--|-----|------|-------|
| I regularly receive recognition/praise for doing good work | 100 | 2.39 | 1.043 |
| The benefits offered here are fair & reasonable | 100 | 2.89 | 1.214 |
| The people here are pleasant & cooperative to work with | 100 | 2.68 | 1.109 |
| There is someone at work who encourages my development | 100 | 2.88 | 1.395 |
| My opinions & ideas seem to matter | 100 | 3.49 | .810 |
| My supervisor provides me with feedback & guidance | 100 | 2.28 | 1.064 |
| My supervisor cares about me as a person | 100 | 2.91 | 1.093 |
| My supervisor helps me know what is expected of me | 100 | 3.13 | 1.475 |
| Even if I had the opportunity to get a similar job with another organization, I would stay with my present company | 100 | 2.99 | 1.176 |
| I explore issues with others to find solutions that meet everyone's needs | 100 | 2.96 | 1.004 |
| I try to negotiate & | | | |

| | | | |
|---|-----|------|-------|
| adopt a “give and take” approach to problem solutions | 100 | 3.19 | 1.285 |
| I try to meet the expectations of others | 100 | 2.59 | .944 |
| I generally argue my case & insist on the merits of my point of view | 100 | 2.69 | 1.169 |
| I prefer to compromise when solving problems & just move on | 100 | 2.94 | 1.324 |
| I try to accommodate the wishes of my friends & family | 100 | 2.92 | 1.195 |
| I can figure out what needs to be done & I am usually right | 100 | 3.08 | 1.548 |
| I may not get what I want, but it is a small price to pay for keeping the peace | 100 | 3.20 | 1.223 |
| I avoid hard feelings by keeping my disagreements with others to myself | 100 | 3.07 | 1.257 |
| People know about procedures available for conflict management | 100 | 2.88 | 1.174 |
| The feedback about | | | |

| | | | |
|---|-------------------|--------------|---------------|
| conflict always welcomed Disputants have the right to participate in decision making Valid N (listwise) | 100 100 100 | 2.90 3.07 | 1.000 .998 |
|---|-------------------|--------------|---------------|

In above Table we can see that the highest mean is 3.49 and the second highest mean is 3.19 and the last mean is 2.28. The highest SD is 1.548 and the second highest is 1.475 and the last SD is 0.810

REGRESSION ANALYSIS

Linear regression is the next step after correlation. It is used when we want to predict the value of a variable based on the value of another variable. The variable we want to predict is called the dependent variable (or, sometimes, the result variable). The variable we are using to predict the value of the other variable is called the independent variable (or, sometimes, the predictive variable). For example, you can use linear regression to check if test performance can be predicted based on revision time; if cigarette consumption can be predicted based on the duration of smoking; Et cetera. If you have two or more independent variables, instead of just one, we need to use multiple regressions.

CONFLICT MANAGEMENT

Variables Entered/Removed^a

| Model | Variables Entered | Variables Removed | Method |
|-------|--|-------------------|---------|
| 1 | EMPLOYEE _RELATION SHIP ^b | | . Enter |

a. Dependent Variable:

CONFLICT_MANAGEMENT

b. All requested variables entered.

Model Summary

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| 1 | .834 ^a | .696 | .693 | .43905 |

a. Predictors: (Constant), EMPLOYEE_RELATIONSHIP

The Table describes how perfectly the model fits for the analysis. R shows the degree of correlation between the emotional dissonance (Deep acting and Surface acting) And Employees Performance (Job commitment and Job satisfaction) as the value of R is .834 that means there is moderate high degree of relationship between both sets of data. R^2 states the strength of association, the value of R^2 ranges from 0 to 1 value closer to the 1 shows high degree of association. In the model the value of R^2 is .696 which means the strength of association between two set of data is 69%. That means the emotional dissonance and employees performance are moderately associated with each other. Thus the emotional dissonance (Deep acting and Surface acting) have significant impact on Employees Performance (Job commitment and Job satisfaction).

ANOVA^a

| Model | | Sum of Squares | Df | Mean Square | F | Sig. |
|-------|------------|----------------|----|-------------|---------|-------------------|
| 1 | Regression | 43.185 | 1 | 43.185 | 224.026 | .000 ^b |
| | Residual | 18.891 | 98 | .193 | | |
| | Total | 62.076 | 99 | | | |

a. Dependent Variable: CONFLICT MANAGEMENT

b. Predictors: (Constant), EMPLOYEE_RELATIONSHIP

This table indicates that the regression model predicts the dependent variable significantly well. How do we know this? Look at the "**Regression**" row and go to the "**Sig.**" column. This indicates the statistical significance of the regression model that was run. Here, $p < 0.0005$, which is less than 0.05, and indicates that, overall, the regression model statistically significantly predicts the outcome variable (i.e., it is a good fit for the data).

From the above table the value of Significance is .000 which means it is less than .05 indicating that the null hypothesis is rejected. Hence there is a significant impact of interpersonal relationship on organizational conflict.

CONCLUSION

It can be concluded that a good interpersonal relationship between people can contribute to people's satisfaction and their willingness and desire to learn and improve their skills and can lead to greater loyalty. Taking into account the exclusive structural provisions of higher education institutions, these differences in relations with teachers and administrations. In this study, which includes the cause of the conflict, the demographic characteristics of the people involved (age, sex, designation, type of university experience), the nature of the conflict (type and intensity) and these different styles have different consequences, such as positive effects and negative In planning, organizational effectiveness, quality of work, creativity, quality of decision, trust, anxiety, satisfaction, commitment, fear and anger. My hypothesis is that conflict management strategies are different in universities where teachers and administration use different conflict management styles that are influenced by their demographic characteristics. In all my research and analysis, I discovered that all my results were significant. Demographic data is considered an important factor influencing conflict management styles. The faculty and administration use different types of styles based on their demographic characteristics. For example, universities have young and very old teachers and most former teachers and administrators use integration styles. Furthermore, women use the more compromising style than their male counterparts. This also shows that the age of demographics also plays an important role because, as discussed above, the faculty and administration of the elderly use different types of styles than younger ones. Furthermore, qualification and designation also influence the style of individuals. for example, integration styles sometimes have superior authority and sometimes a competitive style among colleagues. So demographic change will change conflict styles. This conflict has many consequences that can damage the reputation of the university and in some cases are useful. But one must have knowledge of the conflict to face it.

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