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Effects of Conflict Management Styles on Job Satisfaction – A Study among women professionals in Chennai City

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Abstract: Work place imbalance is common in today's environment. In recent trends women occupy the top executive positions and almost present in all the profession areas. The present study examines the effects of conflict management style on job satisfaction among women professionals in Chennai city. Data were obtained from 169 women professionals through questionnaire. Results of ANOVA concluded that there is no significant difference among age of employee to factors of conflict management style & job satisfaction. By adopting the right style of conflict management strategies the work-life imbalance can be prevented and thus resulting in increased job satisfaction.

Keywords: Work-life imbalance; Conflict management style; job satisfaction; Women professionals.

I. INTRODUCTION

Organization to enhance workplace commitment on the one hand, and leads managers to develop their skills on effective conflict management on the other. Those who are more committed to their organizations are affected to be more effective persons and react with a higher sense of responsibility and loyalty. There is a general consensus that there exists a managerial dispute of finding outstanding mechanism of engaging employees especially in a job environment that is characterized by constant yearnings for pay rise. The implication of this is that the extent to which an organisation is able to retain employee depend on the level of job satisfaction that are made available to these workers. Job satisfaction as the degree of needs satisfaction that is derived from and experienced on the job. The ability of employees in organisation aspirations, feeling happy doing their job with the hope that their needs will be achieved. Consequently, the inability of employees to achieve their needs will amount to dissatisfaction. Job satisfaction as a general attitude towards an individual's job, and the difference between the amount of reward workers receive and the amount they believe they should receive. This study indicates that job dissatisfaction is widespread and employees are observed to work smart when they are appropriately trained and have been on a job long enough to reap the benefits from their training.

Meaning

Conflict management implemented within a business environment usually involves effective communication, issue resolving stabilities and good conferring skills to restore the focus to the company's overall goals. Conflict management involves doing things to limit the negative aspects of conflict and to increase the positive aspects of conflict.

Job Satisfaction is considered as a complex issue of human resources in any organization. It refers to the individual's feeling about their current job. They also have certain perspective towards the different level and dimensions of their job like pay, promotion, policies etc.

Definition

According to Wilmot & Hocker (2011), “Conflict Management is a felt struggle between two or more interdependent individuals over perceived incompatible differences in beliefs, norms, and goals, or over disparity in need for esteem, control, and connectedness. This definition emphasizes several unique aspects of conflict”.

According to George et al (2008) “Job satisfaction is the collection of feeling and beliefs that people have about their current job. People’s levels of degrees of job satisfaction can range from extreme satisfaction to extreme dissatisfaction. People also can have different perspective about various aspects of their jobs such as the kind of work they do, their co-workers, supervisors or subordinates and their pay”.

II. LITERATURE REVIEW

Yan Bing Zhang (2005) examined perceptions of conflict management styles among young workers in organization. Results of statistical analysis revealed that accumulating and problem-solving styles are positively related than the avoiding and competing styles. It was suggested that such cultural changes reflect interpersonal communication which enable to handle conflict.

Jose M. Gueera (2005) examined the contingency perspective on the study of conflict management among private organization employees in Spain. Results revealed that culture moderates the relationship between task member, employee satisfaction & wellbeing. High job satisfaction & high affective well-being could be achieved through the values based on rationality and accountability.

Zhenzong et al (2010) explored the impact of collectivism on conflict management styles among 224 managerial employees from both public & private organizations in Turkey. The author found that different aspects of collectivism effects leads to competitive success for competing style and also leads the failure collaborating style. It was suggested that proper utilizing of competing and collaborating style impacts on positive effect.

Siraj ud din (2011) studied the conflict management in public and private sector universities among 11 Universities in Pakistan. Result of statistical analysis revealed that interpersonal conflict was intense in the public sector universities and task conflict was high in the public sector universities. It was suggested that conflict is managed through experience on self help basis on public/private universities.

Alireza Karimi et al (2013) investigated conflict management strategy and its influence on motivation among 700 students in Gorgan City. Results highlighted the impact of conflict management strategies of motivation of employees. It was suggested that use conflict management strategies, helps in raising motivation and to detect the conflicts.

Aida Mehrad et al (2014) examined the effect of conflict management styles on manager’s burnout among 241 managers in Iran. The Findings exhibited that there is a positive relationship between conflict management styles and managers’ burnout. Burnout can be predicted by conflict management styles at workplace, it reduces the stress of employees which lead to be reducing burnout.

M. Christen et al (2005) studied the job satisfaction, job performance and effort among 200 supermarkets. The results of statistical test analysis revealed that the relationship between job performance and job satisfaction in the organisation psychology improve. It was suggested employee’s performance is satisfied and organisation also improved.

Abd Rahim Damit (2007) identified sources of stress and level of job satisfaction among 120 nurses. Coping strategies reduce the level of stress among nurses results found that high stressful situation frequently occur in the workplace of nurses. It was suggested that education and administration to ensure practice environment for nurses and the best outcome for those who require nursing services.

Dr. Evren Ayranchi (2011) analysed the factor of job satisfaction among owner of small and medium organisation. The results revealed that owner in small firm, involvement and particular is lacking so job satisfaction is reduce. It was suggested that the participant role of owner and manager determine capacities that impact the job satisfactions.

Muhammed Mansoor et al (2011) analysed the impact of job stress on employee job satisfaction among 134 employees. The results of statistical test revealed that the satisfaction of employees would impact on work overload and conflict in workplace. By implementing suitable conflict resolution policy job stress decreased.

Stephen I. Dugguh et al (2014) analysed the relationship between job satisfaction and employee performance in organisation with particular reference to Nigeria. The statistical test revealed that poverty and unemployment is very high in Nigeria, organisation to satisfy employee need to enable them to perform effectively. It was suggested that employee not only satisfied in job but also satisfaction flexibility in work schedule and healthy organisation environment will improve job satisfaction.

III. OBJECTIVE OF THE STUDY

- To identify relationship between demographic variables and factors of conflict management style on job satisfaction.
- To study the relationship between the factors of conflict management style.

IV. LIMITATIONS OF THE STUDY

- The results of the study are drawn and it is only applicable for women executives from Chennai City.
- The personal biases of the respondents might have affected the results.
- Time was a major constrain.

V. DATA COLLECTION

Instrument Measures

Conflict management style was adopted from measure developed to assess the Susan B.Goldstein. Job satisfaction was assessed using Job Descriptive Index scale developed by (JDI; Smith, Kendall, & Hulin, 1969).

Statistical analysis

ANOVA

Hypothesis

H_0 : There is no significant difference among age group with respect to factors of conflict management style & Job satisfaction.

H_1 : There is a significant difference among age group with respect to factors of conflict management style & Job satisfaction.

Table 1 represents ANOVA for significant difference among age and the factors of conflict management style and job satisfaction.

Factors	Age Group	Sum of Squares	Mean Square	F	Sig.
Confrontation	Between Groups	2.768	0.923	0.356	0.923
	Within Groups	269.417	2.591		2.591
	Total	272.185			
Public/ Private behaviour	Between Groups	9.947	3.316	1.316	3.316
	Within Groups	262.053	2.520		2.520
	Total	272.000			
Emotional expression	Between Groups	8.906	2.969	1.293	2.969
	Within Groups	238.761	2.296		2.296

	Total	247.667			
Conflict approach	Between Groups	24.298	8.099	0.744	8.099
	Within Groups	1132.619	10.891		10.891
	Total	1156.917			
Self-disclosure	Between Groups	2.586	0.862	0.365	0.862
	Within Groups	245.960	2.365		2.365
	Total	248.546			
Job satisfaction	Between Groups	11.029	3.676	1.376	3.676
	Within Groups	277.962	2.673		2.673
	Total	288.991			

Interpretation

From the above table it was inferred that the P value for Confrontation, Public/ Private behaviour, Emotional expression, Conflict approach, Self-disclosure and Job satisfaction for organization 0.05 then accept null hypothesis at 5% level of significant. Hence, conclude that there is no significant difference among age of employee to factors of conflict management style & job satisfaction.

Friedman test

Hypothesis

H₀: There is no significant difference between mean ranks of the variable Job Satisfaction

H₁: There is significant difference between mean ranks of the variable Job Satisfaction

Table 2 represent Friedman test for significant difference between the mean ranks towards Job satisfaction

Job satisfaction	Mean rank	Chi-square	P value
I receive appreciation for work done	6.53	27.873	0.001**
I feel convenient with the people at work place	5.33		
I am pleasant about working in this company	5.07		
I feel safe about my job	4.97		
I trust that management is concerned about me	5.52		
On the whole I rely work is good for my physical health	5.14		
My earning are good	5.78		
All my ability and skill are used at work	5.29		
I get along with my administrators	5.72		
I feel good about my work	5.63		

Note: **Statistically significant at 1% *Statistically significant at 5%

Interpretation

The result of Friedman test shown in the above table indicates that there is a significance difference between the mean ranks towards the variable "I receive appreciation for work done" is high at mean of 6.53.

Hypothesis

H₀: There is no significant difference between the mean ranks of factors of conflict management style.

H₁: There is a significant difference between the mean ranks of factors of conflict management style.

Table 3 represent Friedman test for significant difference between the mean ranks towards factors of conflict management style

Factors of Conflict Management Style	Mean Rank	Chi-square	P value
Confrontation	3.00	26.249	0.000**
Public/private behaviour	3.52	10.730	0.030
Emotional expression	2.998	33.633	0.000**
Conflict approach	3.002	19.088	0.001

Self-disclosure	3.00	27.739	0.000**
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Note: **Statistically significant at 1%

*Statistically significant at 5%

Interpretation

The result of Friedman test shows that there is a significant difference between the mean ranks towards the variable Public/private behaviour with the mean rank is high with a mean rank of 3.52.

VI. DISCUSSION CONCLUSION AND SUGGESTION

This study examines the effect of conflict management style on job satisfaction. When confronting the other party outweighs benefits of resolution, avoiding conflict handling styles may be the right thing to do. In general women professionals cannot be spared from such situation where avoidance style become necessary measure to overcome some obstacles that the sector faces from time to time and that is probably due to their deep understanding of such situation. Conflict lead to negative consequences in the working environment so it is essential to reduce imbalance from workplace for this researchers and practitioners are interested to get solution by adopting various conflict management strategies and promoting overall well-being.

Throughout worldwide several programs, trainings, and sessions have been introduces to reduce the conflict that arises due to job overload, It is manageable through systems of social support in the work place by administrative management, supervisors and colleagues. Most common recommendations, by which work place imbalance can be reduced maintaining a strong social support network, keep focusing on the purpose in one's life and work, and most important to engage them in such activities that keep them balanced. Based on this argument, the present study aimed at developing an understanding about causes and effects of the Interpersonal conflict management style. Beyond rhetoric, the study focused on proposing a framework for assessing the predictability of conflict types toward Interpersonal conflict handling style. Furthermore, it was aimed to assess the predictability of these styles on job satisfaction.

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