Organisational conflict and its impact on employee absenteeism: A study among women employees working in IT sector, Chennai

S. Saranya
Research Scholar in Management, Bharathiar University,
Coimbatore, Tamilnadu – India

Abstract:

"When dealing with people, remember you are not dealing with creatures of logic, but creatures of emotion."

- Dale Carnegie

Conflicts are not the same as disputes. Organizational conflict is becoming a serious issue in present scenario. One major result of organizational conflict is absenteeism. Absenteeism is one of major human problem of Indian industries. Absence is an employee's non-availability or work when work is available for that employee. The present study examines the organisational conflict and its impact on employee absenteeism among women employees working in IT sector. Data were obtained from 111 women employees working in IT sector on shift basis through questionnaire. Results of ANOVA concluded that there is no significance difference among age group of IT employees with respect to dimensions of organizational conflict and there is significance difference among age group of IT employees with respect to dimensions of Personal factors, Nature of work, Organizational policies and Inter personal relationship. Organizations need to adopt suitable measures to handle conflict which will increase the commitment level of employees and reduce absenteeism.

Keywords: Organization conflict; absenteeism; Women employees; IT sector.

I. INTRODUCTION

An organizational is a conglomeration of individuals with different psychological, social and culture background. Every individual has his own beliefs, attitudes, perceptions, likes and dislikes. As a result, difference of opinion is bound to arise over any issues. Decision, however, will have to be made keeping in mind the interests of the organization. The task before the human resource manager, therefore, is to secure consensus among the employees in spite of individual differences. Organizations over the years have sought means of improving employee resource management particular with the interest of reducing the employee work absenteeism and to maintain low level of employee turnover in IT sector. Employee motivation, shift work system, teamwork and other means of enhancing employee happiness and job satisfaction have been applied by management to reduce employee absenteeism and labour turnover to improve over all organizational performance. However, in contempt of the awareness of the negative effect of absenteeism on overall organizational productivity and performance, the level of absenteeism tends to remain high.

II. MEANING

In simple terms, conflict means disagreement between the persons employed in an organization. It may also mean clash of interest. It is the result differences in the opinion of employees of an organization over any issue. Such a difference of opinion arises mainly because of difference in perceptions.

Absenteeism is the term generally used to refer to unscheduled employee absences from the working place. Many causes of absenteeism are legitimate, for example personal illness or family issues, but absenteeism also can often be traced to other factors such as a poor work environment or employees who are not committed to their jobs. If such absences become excessive, they can have a seriously negative impact on a business's operations and, ultimately, its profitability.

III. DEFINITION

According to John w. Newstrom and keith Davis defined "conflict is any situation in which two or more parties feel themselves in opposition. It is an interpersonal process that arises from disagreements over the goals or the methods to accomplish those goals".

The Labour Bureau (1962) defines absenteeism as the total shifts lost because as percentage of the total number of man shift scheduled to work.

IV. LITERATURE REVIEW

Kim Li an Lee (2008) examined the relationship between conflict handling styles and sub-ordinates satisfaction with supervisor among 139 respondents from major industries in Malaysia. Results concluded that the sub-ordinate satisfied with superior conflict management style. Further few sub-ordinate viewed superior adopting avoiding conflict management styles to be incompetent which lower the level of job satisfaction among sub-ordinates.

Ruth Sir man (2008) studied the impact of conflict and Negotiation Styles in Collaboration Leadership is a sound solution to complex problems at workplace. Results showed that work styles that is used to ripe conflict lead to collaborative leadership. It was suggested that the collaboration leadership is the techniques that the organization use to resolve conflict.

Fatemeh Shoa Shargh et al (2013) studied the impact of conflict and negotiation styles on current management condition and teamwork. Results showed that conflict is inevitable and a certain level of conflict is inexorable for organization effectiveness. It was suggested the negotiation is one of the techniques that a manager use to resolve conflict.

Aitor Aritzeta et al (2005) examined the relationship between individual team role propensity and style of managing communal conflict among 25 work teams consisting of 169 individual employees in U.K. Results of correlation analysis revealed that philosophical as well as practical implications for them buildings programme result in integrative solution to conflict. It was that firm must develop the team buildings programme which leads to the effective performance and it reduces the conflict.

Okechukwu Agwu (2013) examined the conflict and negotiation style in employee performance in Julius Berger Nigeria plc among 50 respondents. By adopting the statistical analysis revealed that the efficiency of conflict management approaches removed the different between managerial and non-managerial employees. It was suggested to improving the differences it diminish the conflict.

Mohan Lal, Jaydeb Biswas, (2004-06) found that Absenteeism is a major factor affecting work productivity and closely related to worker's health as well as personal, domestic and social life. It is a useful index to assess the state of health of workers and their physical, mental and social well-being in an organization. Absenteeism is absence from a duty during working hours. Voluntary absence is that which he or she could not have avoided due to such reasons beyond his or her control, as sickness or accident etc. No health care activity can be carried out without the deployment of heath staff. Employees working at lower level

S. Saranya et al.,

International Journal of Advance Research in Computer Science and Management Studies
Volume 5, Issue 5, May 2017 pg. 92-97

in health care institutions are also important member of each team in the institution. Absence of these employees is an important problem in health care institution. It may seriously affect the sensitive service organization like hospital.

A.Sukumar, (2005) "A **study on Labour Absenteeism in Ammaru foundries Coimbatore"** says that Labour absenteeism is harmful to both the employers and theworkers as follows: Normal work-flow in the factory is disturbed; Overall production in the factory goes down, Difficulty is faced in executing the orders in time and casual workers may have to be employed to meet production schedules. Such workers are not trained properly.

K. Raviprakash, (2007) The Employee Absenteeism Survey in "EkanshMotors Maruti Udyog ltd" Kaithal. The purpose of this study is to find out the various causes of absenteeism in automobile sector. Main reason for absenteeism is health & sickness and family problems. Out of total percentage of absenteeism, percentage due to health & sickness is quite high. Temporary associates take less holiday because they want to become permanent. In case of staffs the main reasons were work overload and conflicting demand. Here absenteeism is mainly occurring due to not completing their work on target time and they used to do that work by taking holidays.

V. OBJECTIVE OF THE STUDY

- To identify relationship between demographic variables and factors of organizational conflict on employee absenteeism.

- To study the relationship between the factors of organizational conflict and employee absenteeism.

VI. LIMITATION OF THE STUDY

➢ The study area is limited to Chennai only.

➢ The study is restricted to IT sector.

➢ The results cannot be generalised for all industries at all times.

➢ The results are drawn from the opinion of the respondents and do not bear the personal opinion of the researcher.

VII. STATISTICAL ANALYSIS

ANOVA

Hypothesis

H_0: There is no significant difference among age group with respect to factors of organizational conflict & employee absenteeism.

Table 1 ANOVA for significant difference among age and the factors of organizational conflict and employee absenteeism

Factors	Age	Sum of Squares	Mean Square	F	Sig.
Integrating	BetweenGroups	2.768	0.923	0.356	0.923
	Within Groups	269.417	2.591		
	Total	272.185			
Obliging	BetweenGroups	9.947	3.316	1.316	3.316
	Within Groups	262.053	2.520		
	Total	272.000			
Dominating	BetweenGroups	8.906	2.969	1.293	2. 969
	Within Groups	238.761	2.296		
	Total	247.667			
Avoiding	BetweenGroups	24.298	8.099	0.744	8.099
	Within Groups	1132.619	10.891		

	Total	1156.917			
Compromising	BetweenGroups	2.586	0.862	0.365	0.862
	Within Groups	245.960	2.365		
	Total	248.546			
Personal factors	Between Groups	185.978	92.979	7.712	<0.001**
	Within Groups	1163.565	11.937		
	Total	1349.543			
Nature of work	Between Groups	89.224	44.612	2.816	<0.001**
	Within Groups	1520.352	15.674		
	Total	1609.576			
Organisational policies	Between Groups	14.487	7.243	0.883	<0.001**
	Within Groups	795.448	8.200		
	Total	809.934			
Inter personal relationshiip	Between Groups	68.124	34.062	3.419	<0.001**
	Within Groups	883.636	9.110		
	Total	951.760			

Interpretation

From the above table the p value for integrating, obliging, dominating, avoiding and compromising for organization is greater than 0.051 then accept null hypothesis at 5% level of significant. Hence, conclude that there is no significant difference among age group of employee with respect to factors of organizational conflict. Since p value is less than 0.01, null hypothesis is rejected at 1% level with regard to the dimension of Personal factors, Nature of work, Organizational policies and Inter personal relationship. Hence there is significance difference among age group of IT employees with regard to the dimension of Personal factors, Nature of work, Organizational policies and Inter personal relationship.

Hypothesis

H_0: There is no significant difference among experiences with respect to factors of organizational conflict & employee absenteeism.

Table 2 ANOVA for significant difference among experience and the factors of organizational conflict and employee absenteeism

Factors	Experiences	Sum of Squares	Mean Square	F	Sig.
Integrating	BetweenGroups	12.360	4.120	1.649	1.183
	Within Groups	259.826	2.498		
	Total	272.826			
Obliging	BetweenGroups	9.439	3.146	1.246	0.297
	Within Groups	262.561	2.525		
	Total	272.000			
Dominating	BetweenGroups	7.983	2.661	1.155	0.331
	Within Groups	239.683	2.305		
	Total	247.667			
Avoiding	BetweenGroups	42.428	14.143	1.320	0.272
	Within Groups	1114.489	10.716		
	Total	1156.917			
Compromising	BetweenGroups	5.167	1.722	0.730	0.533
	Within Groups	243.379	2.340		
	Total	248.546			
Personal factors	Between groups	0.121	0.121	0.009	<0.001**
	Within Groups	1349.422	13.770		
	Total	1349.543			

Nature of work	Between groups	106.482	106.482	6.943	<0.001**
	Within Groups	1503.094	15.338		
	Total	1609.576			
Organisational policies	Between groups	2.444	2.444	0.297	<0.001**
	Within Groups	807.491	8.240		
	Total	809.934			
Inter personal relationshiip	Between groups	98.973	98.973	11.374	<0.001**
	Within Groups	852.787	8.702		
	Total	951.760			

Interpretation

Since the p value for integrating, obliging, dominating, avoiding and compromising for organization is greater than 0.051 then accept null hypothesis at 5% level of significant. Hence, conclude that there is no significant difference among age group of employee with respect to factors of organizational conflict. Since p value is less than 0.01, null hypothesis is rejected at 1% level with regard to the dimension of Personal factors, Nature of work, Organizational policies and Inter personal relationship. Hence there is significance difference among experience of IT employees with regard to the dimension of Personal factors, Nature of work, Organizational policies and Inter personal relationship. Employees with lesser experience tend to take more leave while a different scenario is experienced with the experienced employees as they understand the responsibilities and are more committed to job.

VIII. DISCUSSION, CONCLUSION AND SUGGESTION

The results of the study have shown how organizational conflict affects employee absenteeism at the IT sector in Chennai. This can be understood, because committed employees need to work in an environment where their efforts and more positive human interactions, through it is true that conflict is part of our organizational routine, but the way it is being handled and carried makes it either boon or bane to organization. The impact of integrating style on each dimension of employees commitment, signifies that, come up with better alternatives for better solutions. Thus, commitment is needed from other parties for successful implementation to apply integrative style of conflict management effectively. The impact of organizational conflict cause employee absenteeism which includes both personal and organizational factors are the main contributors which affect the cause of absenteeism. The company can concentrate on better salary increment and less stress in work to avoid absenteeism in the organization. The smooth running of the organization is in the hands of employees. So the employers have to concentrate more on their employees and their satisfaction. This will reduce the employee absenteeism in the organization. The companies have to give priority for employees' suggestions and opinions. The organization commitment and reduced organizational conflict will lower the risk of absenteeism among employees. Thus it is suggested that organization should hold the employee satisfaction that leads them to achieve to organizational goal.

References

1. Adegboyega Onikoyi, Idris, Awolusi, Olawumi Dele and Boyede Michael Ayodeji (2015), "effect of absenteeism on corporate performance: a case study of cadbury nigeria plc, ikeja, lagos state, nigeria." *British Journal of Marketing Studies,*Vol.3, No.2,pp.58-71

2. Ahemmad. M. et al (2014). Effect of Conflict Management Styles of Manager's burnout. International Journal of Technical Research and Applications , 2 (3), 08-10.

3. Aida M. et al (2014). Effect of Conflict Management Styles of Manager's burnout. International Journal of Technical Research and Applications , 2 (3), 08-10.

4. Allegro, J.T., Veerman, T.J. (1990), *Absenteeism, In Drenth*, In: Thierry, H., De Wolff, C.J. (Eds.), *New Introduction Book Of Labour And Organisation Psychology*, Part 3,Van Loghum Slaterus: Deventer, Pp. 9-41

5. Allen, J., Jimmieson, L., Bordia, P. and Irmer, E. (2007). Uncertainty during Organisational Change: Managing Perceptions through Communication. *A Journal Change Management*, 7(2), 36-48.

6. Barmase R.and Shulka H. (2013), " A study of employee absenteeism in Hare Ram cotton mill of Chhindwara (M.P.) ", *SVIM Jour. of Applied Management* Vol. 1 (1) PP. 50-63.

7.   Bhatia, S.K (1980): The Effect Of Counseling In Tackling Habitual Absentees, *Indian Journal of Industrial relations*, 16, P. 389

8.   Kim, J. (2008). Cultural Differences in Conflict Management Styles in Organizations. Journal of Business Research .

9.   Lee, K. L. (2008). The Relationships of Conflict Management Styles and Employees Satisfaction. International Journal of Business and Management, 3 (9), 11-25.

10. Morita, H. (2013). Conflict managemen styles of Americans and workers. Journal of Applied Psychology , 1-45.

11. Sidhu, D. N. (2013). Conflict management style of workers. International Journal of Marketing, Financial Services & Management Research , 2 (5).

12. Valcour, P. M. & Hunter, L. W. (2005). Technology, organizations, and work-life integration. In Kossek, E.E. & Lambert, S.J (Eds.) Work and Life Integration: Organizational, Cultural, and Individual Perspectives. (pp 61-84). New Jersey: Lawrence Erlbaum.

13. Voydanoff, P (2004). Implications of work and community demands resources for work- family conflict and facilitation. Journal of occupational health psychology 9(4), 275-285.