

# A Study on Effectiveness of Human Relations in Conflict Management in a Manufacturing Industry, Ambattur

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## Abstract

*Conflict is an unavoidable aspect of any workplace, stemming from various factors like communication, teamwork, and work-life balance. While a certain degree of conflict can foster growth within organizations, an excess of it can detrimentally affect employee morale, productivity, and overall organizational performance. The steps of conflict management include analysing the dispute, figuring out how dense it is, developing suitable intervention strategies by evaluating the intensity of the conflict in relation to its impacts, and keeping an eye on the result. Every aspect of social existence involves conflict. Due to its association with resource scarcity, function division, power dynamics, and role differentiation, it is an inevitable aspect of life. In interpersonal, collective, or organisational relationships, it is a social occurrence. A Comprehensive study the effectiveness of human relations in conflict management in a manufacturing industry. The current study's investigation of the objectives is based on descriptive analysis with primary data. The primary data was gathered using a well-structured questionnaire. Convenience sampling is used for sample survey. The sample size of this study is confined to 300employees. Data have been analysed using the statistical tool–One way anova and Correlation. Every organisation has a variety of conflict management strategies or mechanisms. These are a part of the organisational structure and are actively used by administrators to shape the direction and evolution of a conflict. Such a system's efficacy or success may be evaluated.*

**Keywords: Conflict Management, Organization Conflict, Dispute Settlement**

## Introduction

Organizational success depends on effective conflict management, and human relations are essential to reaching this objective. Human relations is the study of how people interact and relate to one another inside an organization, with a focus on understanding, empathy, and communication. In terms of conflict resolution, cultivating good interpersonal relationships makes a space.

This makes it easier for people to freely discuss ideas and viewpoints, which lowers the possibility that miscommunications

and disputes will worsen and become more serious problems. Furthermore, good interpersonal relationships foster empathy and active listening, which enables opposing parties to understand one another's points of view and come up with win-win solutions.

Communication in the workplace and conflict management have a strong, positive correlation, according to research. Organizations can foster a culture that supports constructive conflict resolution techniques by placing a high priority on human relations. This will boost staff morale, increase productivity, and enhance overall performance. In light of this, organizations hoping to cultivate a peaceful workplace and achieve long-term success must comprehend the role that human.

A number of essential components are needed for human relations-based conflict resolution. First, understanding diverse viewpoints and addressing underlying issues are made possible through effective communication. A favorable atmosphere for conflict resolution is created when there are open and transparent channels of communication for disputing parties to voice their worries, preferences.

In summary, it is impossible to exaggerate the value of interpersonal relationships in dispute resolution. Organizations can effectively manage conflicts and improve employee satisfaction, productivity, and overall performance by cultivating strong interpersonal relationships, effective communication, empathy, and trust.

## **Review of Literature**

Amjad Ali Chaudhary (2011), "Demography and Employee Conflict Management Strategies" This study investigated the disparities in the conflict resolution techniques chosen by employees in various age groups and departments at work. Compromise, cooperation, avoidance, competition, and accommodation are the main conflict management techniques employed by Pakistan Telecommunication. However, there are notable variations in the techniques employed by individual employees.

Chaudhari, Masood, and Atif (2015) in their article "Organizational conflict and conflict management: a synthesis of literature" emphasized that determines extent of factors, leading to either an improvement or deterioration in employee performance. The interaction of these aspects impacts the teamwork within the organization. Additionally, conflict scenarios characterized by high emotionality, whether related to tasks, processes, or relationships, can be seen as a recipe for certain downfall.

Fatemeh Shoa Shargh (2013), conflict is an expected reality in today's management landscape, and it falls upon managers to guide their organizations toward sustainability and progress. Various types of conflict may emerge within organizations, including interpersonal, intrapersonal, intergroup, intragroup, and interorganizational conflicts. One approach managers can utilize to tackle conflict is negotiation.

Mallappa, Vijaya Kumar, and their colleagues (2015) conducted a study titled "Conflict Management in Management Library Professionals." The aimed to investigate administrators identified and addressed staff conflicts, the steps taken to resolve them, and other pertinent information.

"Thrust clarity refers to the clear understanding of goals and vision among team members. Objectives should be communicated so clearly that no ambiguity remains regarding their purposes. Thrust commitment reflects the degree of dedication team members have towards achieving those goals" (Moye, 2004).

## Scope of the Study

- The scope of examining effectiveness of human relations in conflict management involves analysing various aspects related to communication, team work, work- life balance, conflict management and dispute settlement factors that contribute to resolving conflicts within human relationships.
- Investigating the role of effective communication skills such as active listening, empathy, and assertiveness in managing conflicts within relationships.
- Evaluating different approaches and techniques employed in managing conflicts, including negotiation, mediation, compromise, and collaboration.

## Objectives of the Study

### Primary Objective

To study the Effectiveness of Human Relations in Conflict Management in a Manufacturing Industry, Ambattur.

### Secondary Objectives

- To identify the communication gap between Human Relations and Conflict of Employees.
- To examine various factors that intrigues conflict in the organisation.
- To analyse the components of human relation in conflict management.
- To evaluate the effectiveness of human relation practices in manufacturing industry, Ambattur.

## Limitations of the Study

- The geographical area is restricted to the Chennai region only.
- Limited financial resources in projects can constrain the scope and scale of achievable outcomes.
- Conclusion and outcomes can be less accurate due to the nature of the industry.

## Research Methodology

Research methodology refers to the approach used to collect data and information for decision-making. This study employs descriptive analysis with primary data to investigate its objectives. Primary data collection was facilitated through the use of a carefully constructed questionnaire.

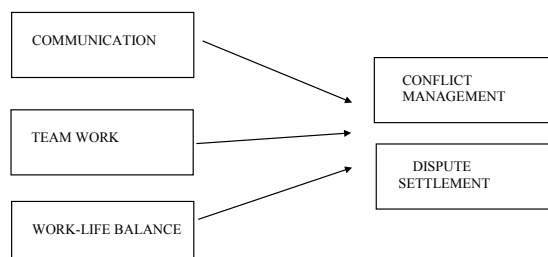
## Research Design

A research design specifies the conditions for data collection and analysis to ensure the research purpose is addressed with relevance and scientific rigor. Essentially, it outlines the systematic approach to carrying out research.

The research design chosen for this study is descriptive. This type of research design is employed to identify and describe the characteristics of the variables involved in the study.

## Research Model and Hypothesis

### Research Model



**Hypothesis**

**Null Hypothesis H<sub>0</sub>:** There is no significant difference between Age group with respect to factors of human relations in conflict management.

**Alternative Hypothesis H<sub>1</sub>:** There is significant difference between Age group with respect to factors of human relations in conflict management.

**Sampling Method**

Convenience sampling

**Sampling Size**

The sample size of this study is confined to 300 employees.

**Tools for Data Collection**

Google form

**Statistical Tools**

- Correlations
- One way ANOVA

**Analysis & Data Interpretation**

**Table 1 Correlation**

Correlations							
		Age	Conflict Management	Dispute Settlement	Communication	Team Work	Work Life Balance
Age	Pearson Correlation	1	.036	.456**	.087	.366**	.291**
	Sig. (2-tailed)		.000	.000	.000	.000	.000
	N	300	300	300	300	300	300
Conflict Management	Pearson Correlation	.036	1	.026	.281**	.070	.192**
	Sig. (2-tailed)	.000		.000	.000	.000	.000
	N	300	300	300	300	300	300
Dispute Settlement	Pearson Correlation	.456**	.026	1	.044	.640**	.347**
	Sig. (2-tailed)	.000	.000		.000	.000	.000
	N	300	300	300	300	300	300
Communication	Pearson Correlation	.087	.281**	.044	1	.264**	.222**
	Sig. (2-tailed)	.000	.000	.000		.000	.000
	N	300	300	300	300	300	300
Teamwork	Pearson Correlation	.366**	.070	.640**	.264**	1	.105
	Sig. (2-tailed)	.000	.000	.000	.000		.000
	N	300	300	300	300	300	300

Work Life Balance	Pearson Correlation	.291**	.192**	.347**	.222**	.105	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	
	N	300	300	300	300	300	300

\*\* . Correlation is significant at the 0.01 level (2-tailed).

**Null Hypothesis (H<sub>0</sub>):** There is no relationship between Age group with respect to factors of human relations in conflict management.

**Alternate Hypothesis (H<sub>1</sub>):** There is a relationship between Age group with respect to factors of human relations in conflict management.

**Interpretation:** As p value is less than 0.05, we reject null hypothesis. (i.e) There is a relationship between Age group with respect to factors of human relations in conflict management.

As all the signs are positive, there exists a positive correlation between Age group with respect to factors of human relations in conflict management.

**Table 2 Anova**

Anova						
		Sum of Squares	df	Mean Square	F	Sig.
Conflict Management	Between Groups	3.476	2	1.738	.498	.046
	Within Groups	1037.654	297	3.494		
	Total	1041.130	299			
Dispute Settlement	Between Groups	605.997	2	302.998	56.215	.000
	Within Groups	1600.840	297	5.390		
	Total	2206.837	299			
Communication	Between Groups	25.315	2	12.657	2.899	.037
	Within Groups	1296.832	297	4.366		
	Total	1322.147	299			
Teamwork	Between Groups	367.441	2	183.720	48.393	.000
	Within Groups	1127.546	297	3.796		
	Total	1494.987	299			
Work Life Balance	Between Groups	178.412	2	89.206	13.832	.000
	Within Groups	1915.358	297	6.449		
	Total	2093.770	299			

**Null Hypothesis (H<sub>0</sub>):** There is no significant difference between Age group with respect to factors of human relations in conflict management.

**Alternate Hypothesis (H<sub>1</sub>):** There is significant difference between Age group with respect to factors of human relations in conflict management.

**Interpretation:** As p value is less than 0.05, we accept alternate hypothesis. (i.e) there is significant difference between Age group with respect to factors of human relations in conflict management

### Research Findings

- The study validates a direct and positive correlation between Communication, Teamwork, Work-life balance, Conflict management and Dispute settlement within the Manufacturing industry in Ambattur.

- Effective communication and team work emerges as a foundational aspect influencing conflict management and dispute settlement outcomes.
- Maintaining a healthy balance between work-related responsibilities and personal well-being enhances resilience, reduces stress, and promotes emotional stability.

### **Suggestions and Recommendations**

- Clear and collaborative communication channels play a pivotal role in fostering understanding, cooperation, and resolution.
- Maintaining a healthy balance between work-related responsibilities and personal well-being. It elucidates how such equilibrium not only fosters resilience and reduces stress but also promotes emotional stability among employees.
- Organizations can implement targeted strategies to foster effective communication, teamwork, and work-life balance.
- By prioritizing these factors, organizations can create a supportive and conducive environment for conflict resolution, leading to improved organizational cohesion and productivity.

### **Conclusion**

Conflict can be healthy if managed effectively. Managing conflict requires a blend of investigative and interpersonal skills. A practical approach that anticipates conflict and its effects can help resolve or control it. By implementing targeted strategies to foster effective communication, teamwork, and work-life balance, organizations can create a supportive and conducive environment for conflict resolution. Prioritizing these factors not only strengthens organizational cohesion and productivity but also cultivates a culture of trust, collaboration, and mutual understanding.

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