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Impact of Conflict Management on Employee Performance: evidence from

Textile Industry of India.

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Abstract

Most people spend half of their lives indoors, which has a significant impact on their mental health, behavior, skills, and productivity. A better working climate is thought to result in better results and increased efficiency. Employee morale would increase as a result of a more pleasant physical working climate. This study aims to look into the causes and consequences of employee disputes at work in the textile industry, as well as how they can be harmful with serious implications in terms of reduced productivity, and to provide potential solutions. While conducting research, primary data was collected from textile industry executives, managers, and lower-level managers. The primary data was collected using the questionnaire methodology as a study method. To assess the relationship between variables, Crocbatch alpha, chi-square, and descriptive statistical tests were used. The findings of the study showed that the attitude variable had a major influence, while the contact and HR policies variables had a slight impact. The study's findings showed that the attitude variable had a highly significant impact, while the contact and HR Policies variables also had significant effects. Employees who are physically and mentally fit will be more motivated to work, and their morale will improve. Furthermore, a good working climate can help to reduce absenteeism and thereby improve employee productivity, which contributes to improved workplace productivity. According to the report, management should strengthen its conflict management methods (bargaining, agreement, and forcing) because it increases employee efficiency.

Keywords: conflict, industry, management, textile, workplace environment, employee productivity

Introduction

The pressures and strains on workers are growing as the nature of work in the developed world shifts and companies downsize, de-layer, and outsource. Many contemporary trends, such as industrialization, liberalization, modernization, and automation, are causing rapid change across every county in the world (Abbas et al., 2020; Li et al., 2020). Sustaianble development in the organization is important for organizational growth (Sharma & Chaturvedi, 2020, Kumar & Prakash, 2020). Human resource sustainable development are very much affected by the adverse impact of underlying issues (Kumar, 2020; Chaturvedi & Sharma, 2019; Sharma & Kumar, 2021). India has been home to the largest you population in the world. Employee wellbeing has been affected, and job folds have risen as a result of rapid technological advancements. There is no such thing as a stress-free occupation (Merecz et al., 2009; Abraham., 2000). As he/she completes the work allocated to them, everyone in his profession is subjected to stress, anger, and anxiety (Salovey & Rodin., 1986). Stress is often underestimated and misinterpreted, which contributes to avoidable issues (Vieira et al, 2020). Conflict is unavoidable among people. Human conflict is an unavoidable part of existence. When two or more social institutions (i.e., people, groups, organizations, and nations) interact to achieve their goals, their associations may become inconsistent or contradictory (Pache & Santos, 2010) Conflict management have no significant impact on employee efficiency (Lazarus, 2014). When two or more of these organizations desire a similar resource that is in short supply, once they have partly exclusive behavioral priorities about their joint action, or if they have different expectations, values, beliefs, and skills, relations among them can become inconsistent. Here cultural diiferences are also played a vital (Fernald & Weisleder, 2011; Vandenberg, 1998). Conflict is the perception of differences of interests among people (Adams et al., 2003).

Occupational tension is one of the most serious health risks in today's workplace (Sparks et al., 2001). It is described as the harmful physical and emotional reactions that occur when the job demands do not fit the workers' skills, resources, or needs Emotional health defines how well a person maintain work life balance (Bharathi & Gupta, 2017; Smith & Sainfort, 1989). When the pressures of the workplace outweigh a worker's ability to cope, it leads to burnout (Judd et al.,2017). It's also a serious and expensive issue, and the challenge for businesses is to manage job stress in order to lower healthcare costs and boost productivity (Crawford., 1977)]. The practical results are: Organizational decision-making may be improved; conflict may stimulate innovation, creativity, and development (Isen., 2001) Conflict can lead to synergistic solutions to common problems; conflict can lead to alternative solutions to a problem. There is no relation exists between employee efficiency and how they handle conflict,as every conflict is a situational problem (Lim & Ahmad., 2021; Majumdar et al., 2020). Individual and group performance may be improved, and individuals and organizations may be compelled to seek out new approaches.

It may be essential for individuals and organizations to express and explain their positions (Murmura & Bravi ., 2020; Padilha & Gomes., 2016). Conflict can lead to work stress, burnout, and frustration, as well as a reduction in communication between individuals and groups (Dickinson & Wright., 2008). It is possible to cultivate an atmosphere of mistrust and resentment. Relationships could be harmed. It's possible that your job performance will suffer; Change resistance may become stronger; Commitment and allegiance within the organization can be harmed (Elgoibar., et al 2016; Beyer & Arnold., 2021). According to the previous discussion, the social conflict has both positive and negative outcomes. Conflict's negative effects must be minimized, while its beneficial impacts must be increased if a social system is to benefit from it. Conflict management have different approachs as avoiding, competing, collaborating, team building. It depends on company's decision making authority that which approach they are impling and how it impacts on entire workforces (Pertusa., et al 2021; Singh Kaswan., 2021). After recognizing the importance of conflict as a social phenomenon, we can move on to the unique case of organizational conflict. Conflict is unquestionably one of the most common organizational occurrences (Tortorella., et al 2021).

Statement of the Research Problem

Employees who have a negative view of their work situation may suffer from chronic stress. (Mathieu., et al 202). More priority should be paid to understanding and coping with the working environment (Tiwari & Singh., 2017; Sharma, 2021). Working environment refers to the procedures, methods, frameworks, resources, and environments in the workplace that influence individual efficiency favorably or unfavorably (Kacmar., et al 2009; Sharma & Tiwari, 2021). Policies, laws, community, resources, working relationships, workplace, and internal and external environmental factors are all part of the working environment, and they all affect how employees perform their job functions (Andreoni & Chang., 2019; Dahiya., 2021; Tarkar., et al 2019). The employer can learn how the workplace climate has a significant effect on employee engagement and efficiency as a result of this report (Law., et al 2011). A well-designed workplace communicates the organization's principles and goals, and the use of design throughout the office interior communicates the organization's values and identity (Zainon., et al 2020; Sinha & Mishra., 2020). As a result, office architecture will be one of the factors influencing employee efficiency. When it comes to efficiency in the workplace, employee morale is often linked (Chandrasekar., 2011).

Hypothesis: There is no significant relationship between conflict management and employee performance.

There is no connection between employee efficiency and how well they handle conflict.

Objectives

i. To figure out how much productivity feedback affects an employee's performance.

ii. To determine the effect of work assistance on employee efficiency.

iii. Assess whether the physical workplace has an effect on employee efficiency.

iv. To see if supervisory assistance has an effect on employee efficiency and to determine the contribution of productivity feedback on employee's productivity.

Methodology

This study used a survey research design, which tries to characterize and clarify current conditions by utilizing a large number of subjects and a questionnaire to thoroughly characterize a phenomenon. The aim of survey is to discover appropriate responses from participants in the field while also making analysis and interpretation simple. Total 357 respondents were taken from the Textile industry from different position and different locations. The researcher reported data from primary sources; the primary data was indeed a questionnaire focused on conflict management and its effect on employee performance that was distributed to the workers, with respondents filling out and returning the filled questionnaires. Ordinary Least Squares (OLS) regression was used to assess the interaction between conflict management and staff. Bargaining, compromise, and forces were used as conflict resolution proxies in this research since these are the main conflict management techniques used against the organization, whereas employee morale is being used as a performance surrogate in this research.

$EM = \alpha + ßIBR + ß2CO + ß3FO + \mu$

Where EM = Employees Morale α = Intercept ßI = Independent variable μ= Error term Also where: (BR= Bargaining, CO= Compromise, FO=Forcing) are evaluation of conflict management. Nevertheless, all the analyses were performed utilizing E-view statistical software package that is utilized to examine statistical tests.

Data Presentation and Analysis

Table 1: Bargaining issues collectively has been the approach to conflict management adopted by the management of the company

Response	Frequency	Percentage (%)
Strongly agree	54	15
Agree	38	11

undecided	107	30
Disagree	72	20
Strongly disagree	86	24
Total	357	100

Table 1 indicates that 92 respondents (26%) accepted that the management team had taken a collective bargaining strategy to dispute resolution, 107 respondents (30%) were unsure, and 72 and 86 respondents (20% and 24%) disagreed and strongly disagreed, respectively. This demonstrates that the average of respondents deny that the organization's management has pursued a collective bargaining strategy to dispute resolution, implying that the company does not use bargaining rights as a conflict resolution strategy.

Table 2: Compromising or seeking a better solution in the middle ground has been the approach to conflict management adopted by the management of the company

Response	**Frequency**	**Percentage (%)**
Strongly agree	74	21
Agree	56	16
undecided	93	26
Disagree	53	14
Strongly disagree	81	23
Total	357	100

Table 2 shows that a total of 74 respondents (21%) accepted that the strategy of the company to managing conflict has been to compromise or pursue a better solution in the middle ground, 56 respondents (16%) agree. 93 respondents (26%) were unsure, and 53 and 81 respondents (14 percent and 23 percent, respectively) disagreed and totally disagree with the company leading to conflict management. This demonstrates that the average of respondents denies that negotiating or finding a better compromise in the middle ground has become the company's strategy to managing conflict, implying that the company does not use sacrificing as a conflict resolution strategy.

Table 3: Forcing employees to accept management stand has always been the approach to conflict management adopted by the management of the company

Response	**Frequency**	**Percentage (%)**
Strongly agree	168	47
Agree	106	30
undecided	42	12
Disagree	12	3
Strongly disagree	29	8
Total	357	100

Table 3 reveals the majority of 274 respondents (77%) accepted that pushing workers to accept management positions has always been the strategy of the company to managing conflict, 42 respondents (12%) were unsure, and 12 and 29 respondents (3%) and (8%), respectively, disagreed and strongly disagreed. This suggests that the majority of respondents agreed that pressuring workers to accept management positions was always the organization's approach to dispute resolution, implying that perhaps the company requires employees to follow management positions responsible for their actions.

Table 4: Employees morale has improved considerably over time;

Response	**Frequency**	**Percentage (%)**
Strongly agree	41	12
Agree	64	18
undecided	97	27
Disagree	72	20

Strongly disagree	83	23
Total	357	100

Table 4 indicates that 41 and 64 participants (12 percent and 18 percent, respectively) completely agreed and agreed that employee morale has increased, 97 respondents (27 percent) were unsure, and 72 and 83 respondents (20 percent and 23 percent, respectively) disagreed and totally disagree. This shows that more than half of respondents deny that the company's employee morale has increased over time, implying that employee morale really hasn't increased. Table 5 shows the response analysis against communication, attitude, and conflict dimensions.

Table 5 Response analysis against communication, attitude, and conflict dimensions

Response	**Strongly agree (%)**	**Agree (%)**	**Undecided (%)**	**Disagree (%)**	**Strongly disagree (%)**
Authorities try to solve immediately when employees discuss their work constraints	10.3	45.4	15.5	17.5	11.3
Employees have easy access with senior management to convey information about their work-related problems	23.7	54.6	11.3	7.2	3.1
Employees are given a detailed briefing about product standards before they are given a new task	15.5	63.9	5.2	7.2	8.2
Employees clearly know the timeline needed to complete their task	14.4	61.9	7.2	8.2	8.2
You are not in comfort in meetings	6.2	24.7	17.5	42.3	9.3
There is complete harmony	10.3	43.3	10.3	28.9	7.2

between you and your super-ordinate on organization objectives					
Conflict affects organization productivity	27.8	54.6	7.2	7.2	3.1
Conflict among employees at workplace affects product quality	16.5	53.6	12.4	14.4	3.1
Differences with your colleagues at the workplace affect your efficiency	12.4	54.6	13.4	13.4	6.2

Table 5 indicates that appox.11 % of employees strongly agreed and 45 % are agreed by views of authorities try to solve immediately when employees discuss their work constraints. In the same way, 24% of employees strongly agreed & 55% are agreed by employees have easy access with senior management to convey information about their work-related problems. The next statement is that employees are given a detailed briefing about product standards before they are given a new task, here 16% of respondents are strongly agreed and 55% are agreed. 14% of respondents are strongly agreed and 62% are agreed with the statement that employees clearly know the timeline needed to complete their task. The above-given statements conclude that respondents are satisfied with the communication system in the organization.

6% of respondents are strongly agreed and 25 % are agreed that they are not in comfort in meetings. By the statement that there is complete harmony between you and your super-ordinate 43% are agreed. The above-given statements clarify that employees having a positive attitude concerning the organization's working culture.

28% are strongly agreed and 55% are agreed by that Conflict effects organization productivity, while 16% are strongly agreed and 54% are agreed by that Conflict among employees at the workplace effects product quality.12% are strongly agreed and 55% are agreed by that Differences with your colleagues at the workplace affect your own efficiency. The above-given statements conclude that conflict affects the organizational dimension in different ways.

Bivariate analysis

Bivariate analysis is a form of quantitative analysis and comes under correlation. Under bivariate analysis two variables are identified, one is the dependents variable and the other is the independent variable.

In this analysis cause and effect relationship is tried to build up. It is helpful to determine that how must association level present is in both variables. This study tries to identify the level of association between different variables. With the help of the association level, we can infer that how different variables affect each other.

Hypothesis 1: There is no connection among employee performance and conflict management. Table 6 shows the connection among employee conflict and respondents' perceptions of the recruitment process. The Chi-square (9.72) test indicates a substantial correlation among respondents' views on recruitment and selection and employer conflict. The gamma value indicates that the variables have a clear negative relationship. It means that if participants have a favourable opinion of the recruitment process, they believe employee conflict is poor.

Table 6. Association of HR policies and employee conflict

	Employees conflict			
Recruitment and selection	Low	Medium	High	Total
Low	2	13	8	23
	8.7%	56.5%	34.8%	100.0%
Medium	6	22	9	37
	16.2%	59.5%	24.3%	100.0%
High	14	18	5	37
	37.8%	48.6%	13.5%	100.0%
Total	22	53	22	97
	22.7%	54.6%	22.7%	100.0%

Chi-square: 9.72; DF: 4: p-value: 0.045*; Gamma: -0.425; *: Significant

Table 6 also reveals that those that have a negative opinion regarding recruitment and selection have a medium (56.5%) or high (34.8%) degree of employee conflict. Respondents with a high level of opinion about the recruitment process, on the other side, have a high (37.8%) and a medium (48.6%) level opinion regarding employee conflict. As a result, the theory that "conflict management has no meaningful relationship" is acknowledged.

Table 7. Association of communication and employees' conflict

	Employees conflict			
Communication	Low	Medium	High	Total
Low	2	7	6	15
	13.3%	46.7%	40.0%	100.0%
Medium	9	24	14	47
	19.1%	51.1%	29.8%	100.0%
High	11	22	2	35
	31.4%	62.9%	5.7%	100.0%

Total	22	53	22	97
	22.7%	54.6%	22.7%	100.0%

Chi-square: 10.20; DF: 4: p-value: 0.037*; Gamma: -0.432; *: Significant

Table 8. Association of attitude and employees' conflict

	Employees conflict			
Attitude	Low	Medium	High	Total
Low	2	15	13	30
	6.7%	50.0%	43.3%	100.0%
Medium	10	26	8	44
	22.7%	59.1%	18.2%	100.0%
High	10	12	1	23
	43.5%	52.2%	4.3%	100.0%
Total	22	53	22	97
	22.7%	54.6%	22.7%	100.0%

Chi-square: 17.52; DF: 4: p-value: 0.002*; Gamma: -0.589; **: Highly significant

Hypothesis 2: There is no connection between employee efficiency and how well they handle conflict. The relationship between respondents' perceptions of contact and employee conflict is shown in Table 7. The Chi-square value (10.20) suggests that there is a substantial correlation between respondents' perceptions of contact and employee conflict. The gamma value indicates that the variables have a clear negative relationship. It means that if respondents have a negative view of communication, they are likely to be concerned about employee conflict. Table 8 also reveals that someone who has a negative opinion of communication has a medium (46.7%) and a moderate (40.0%) degree of employee conflict. Conversely, if participants have a high degree of opinion about contact, they have a low (31.4%) and a medium (62.9%) level of opinion regarding employee conflict. The relationship among respondents' attitudes and employee conflict is shown in Table 8. The Chi-square (17.52) statistic reveals a strongly significant connection among respondents' attitudes and employee conflict. The gamma value indicates that the variables have a clear negative relationship. It means that if respondents have a positive outlook, they have a negative perception of employee conflict. The above table also indicates that respondents with low levels of opinion about attitude have medium (50.0 percent) and moderate (43.3 percent) levels of opinions about employee conflict, whereas those with high levels of opinion about attitude have low (43.5 percent) and medium (52.2 percent) levels of opinion about employee conflict. Hence the hypothesis "There is no significant relationship between conflict management and employee's productivity." is recognized. The present results indicate that the attitude variable has a clear association with the occurrence of employee conflict.

Conclusion

The study exhibits the existence of employee's struggle at textile manufacturing that is already been seriously exaggerated by local energy disasters, management policies, and international garments policies. As a result, there is a pressing need to make this sector more efficient by strengthening its internal structure, not just in terms of tangible but also intangible factors such as employee conflict. These intangible aspects are impacting the sector's success and driving it out of competition. One of the main causes of disputes, according to the report, is communication distortion. As a result, this industry must strengthen its formal and informal communication networks in order to resolve the problem's underlying cause. For free flow of upward, downward, and horizontal messages, communication improvement techniques must be implemented. Top management training programmes should be replicated on a regular basis in order to improve an effective communication ability set within the company. Managers will be taught how to use networking methods effectively, such as email, blogging, memos, and constructive community meetings with face-to-face discussions, to typically appears their visionary agendas from top to bottom. As a result, organizational productivity will improve.

The knitwear industry's production planning and control department should be very formalized, competent, diligent, and well-coordinated, as their knowledge dissemination and communication at the inter-and intra-departmental level will reduce disputes to a negligible level. Attitude and HR policies are two other factors that contribute significantly to conflict. Problems, conditions, and circumstances related to the formation of behaviors that contribute to workplace disputes must be tracked down by organizations. They must also keep a constant eye on employee satisfaction reviews in effort to stop the unfortunate situation of poor attitude growth, which can have a significant impact on employee and organizational success. HR regulations play a key role in avoiding organizational disputes. The development of well-defined policies and their effective implementation would aid in the alignment of employees and organizational goals, as well as the elimination of conflicts of interest.

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