



Conflict Management Proficiency and Stress of Managers in Instrumentation Industry

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ABSTRACT

Conflicting and stressful situation at work place, disturbs the mental peace, weakens a person psychologically and create complexities in social and familial relationship. A better understanding of conflict and conflicting situations improve individual's proficiency of managing conflict. The present study analyzed the relationship of Conflict Management Proficiency (CMP) and Stress of managers. Standardized scales for conflict management and stress assessment were used for estimating the CMP and stress of the subjects from private and public sectors, for establishing relationship between the correlation coefficient was computed. Results revealed that on an average the managers had 'above average' CMP and 'low stress'. There was found a significant negative correlation between CMP and stress in subjects of all the categories. Therefore it was concluded that the CMP and stress were negatively correlated, the increase or decrease of either of the factor may be impact on quality, quantity and productivity of work.

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Introduction

The sky touching and enormous desires to achieve more has placed the men in a competitive world, where everyone seems to be running to improve, upgrade the quality of life. This increased pressure of work at times entangles person in multifaceted problems. This might lead to conflict and stress.

Therefore it is of vital importance to study the important aspect of conflict in organizational set up. It is also important to study so that some solutions may be presented to solve the problem in future. Conflict is a process that begins when one party perceives that another party has negatively affected Robbins, (1999). The effectiveness of organizations depends on their various parts working together. Conflicts are a reality and as organizations become more complex, conflict become more dominant. The commanders of conflicts and the approaches that managers may adopt for their management will help to enhance organization effectiveness a better understanding of conflict and conflicting situations improves in individuals, the proefficiency of managing conflict.

Prasad, (1994) probed that conflict arising out of group interaction may become stressing for individuals. Be it interpersonal, conflict among the group members or inter group conflict.

In the words of Robbins, (1995) the human relations position argued that conflict was a natural occurrence in all groups and organizations. Since conflict was inevitable, the human relation school advocated accepted acceptance of conflict. Proponents rationalized its existence. It cannot be eliminated, and there are even times when conflict may benefit a group performance.

Mandiratta, (1993) probed that stress is a global phenomenon. It is an individual's physical, mental and psycho-emotional surrounding and its overload of demands in excess of this capacity to cope through "soluble resources".

There can be more conflict and stress in instrumentation industry because people here have to give tangible results in terms of quality and quantity of product. To prove successful

they have to face many problems related to work distribution and demand and supply of product. There is no change in routine work posts and salaries therefore there are no motivation to work hard. At times they are unable to work creatively and innovatively because of government restrictions so employees feel more conflict with varied intensities.

It is important to study the CMP & Stress at all three different managerial levels. The lower (or first line) management (M1) group is made up of fare men and white collar supervisors men and women who are only one step above the rank and site. Next comes middle management (M2) a vast and diverse group that includes sales managers and many other departments' heads. Finally, there is the top management (M3) consisting of the company presidents, the executives vice-president i.e. the specialties and make policies for the company as a whole (Tripathi et.al; 1991). All these levels are different as far as roles and responsibilities are concerned but ultimately they pressurize a person and he may find it difficult to cope up with.

It is therefore very pertinent that conflict and stress conditions in organizational network are studied. The multifunctional organizations are primarily based on the integral functioning and mutual co-ordination of different departments and people. Conflict and stress can prove to be highly devastating and deteriorating in such symbolic and co-operative bounding and dealings.

Objective

1. To study the relationship between Conflict Management Proefficiency (CMP) and stress among managers working in instrumentation industry.

Research methodology

The study was conducted in the industrial area of Kota City. Total sample of 180 managers of instrumentation industry was randomly selected. Further sample of 180 subjects were divided into the sub groups having equal number of subjects – 60 M1 level, 60 M2 level, and 60 M3 levels managers from various large and medium size units. Standardized two major research tools were used for the collection of data.

- 1) Conflict management scale (Dhaka, 2000)
- 2) Stress assessment scale (Kaushik, 2001)

For data collection the tools were given to the respondents and the separate instructions were given to fill each tool. CMP and stress were also calculated by using Correlation coefficient.

Results & Discussion

While looking to the correlation coefficient given in table 1 it can be interpreted that the negative correlation coefficients obtained between CMP and stress for M1 level managers were 0.766, for M2 level managers 0.835 and for M3 level 0.661. Correlation coefficient was calculated for total managers (0.514) of instrumentation industry, was found to be significant at 0.01 level of significance that again indicate that CMP has a significant role to play in the stress of an individual in the private sector manufacturing units also. This also reveals that there is a negative and significant (at One percent level) correlation between CMP and stress managing there by CMP has its impact on stress of the individual.

Conflict can arise in the policy arena due to personal differences in values, deficiency in information incompatible roles, and/or a stressful environment. Conflict stemming from incompatible values and needs are the most difficult to resolve it. (Whetten and Cameron, 1995).

Part of the skill of effective conflict management is choosing an approach based on a thoughtful assessment of conflict situation (critical thinking) (Whetten and Cameron, 1995) suggest that there are five basic approaches to managing conflict based on the relative weight placed on cooperative (satisfying the other party's concerns) and assertion (satisfying ones own concerns). Also at the heart of managing any conflict are the weights placed on issue importance, relationship importance, relative power and time constraints. In plain language, the five approaches include trying to get one's own way (forcing); avoiding having to deal with the conflict, reaching an agreement quickly but at the expense of solving the problem together (collaborating). The first four approaches involve attempts to divide up a "fixed pie" leading to win-lose situations because they are based more on unassertive and uncooperative behavior. The last approach the most desired leads to a win-win situation because it involves a better balance between assertiveness and cooperation. A comprehensive and comparative discussion of each of these approaches to managing conflict and their relationship to appropriate resolution techniques.

Conclusion

Thus, it can be concluded that conflict and stressful situations decrease the managerial proefficiency in individual. While high conflicts may lead to high stress but conflict management proefficiency (CMP) may reduce the stress considerably. This was considered as the number one emotional and physical health problems. The study can be helpful for self assessment by the individual for conflict and stress. It can be helpful in promoting for healthy work environment for working males. It will be serving as the foundations for the researcher to assess the applicability of the tool, for the other sectors of population also. It will be also beneficial to experts or researchers in the management field, to quantify and estimate conflict and stress so that measure to manage conflicts and stresses in the man may be taken.

Conflict and stress is an inescapable part of human life style. It is manageable to a large extent. With proper understanding of the processes, the situation can be well managed.

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Table: 1 Correlation coefficient obtained between CMP and STRESS ASSESSMENT for different categories of the sample

CATEGORIES	CORRELATION COEFFICIENT BETWEEN CMP AND STRESS
M1 level managers (n=60)	-.766**
M2 level managers (n=60)	-.835**
M3 level managers (n=60)	-.661**
Overall (N=180)	-.514**

Note: - ** Negative Correlation Coefficient Values are significant at 1percent level of significance.