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A Study on Employee Conflict towards Organizational Change in Podaran Foods Pvt. Ltd

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ABSTRACT: Every organization encounters conflicts on a daily basis. The conflicts cannot be avoided, but it is possible to manage them in a way that we recognize them on time. It is necessary to continuously track the organizational signals which point to their existence. If we do not react duly, this can lead to the situation that the conflict itself manages the organization. One of the more important determinants of productivity, efficiency and performance, and finally job contentment is also the conflict as an independent variable of organizational behavior. By systematic research of organizational behavior we want to make a positive influence on dependent variables, but first we have to understand and get a good insight into individual elements of organizational behavior. By this paper we want to brighten the meaning of conflict on the organization, the conflict process and possible conflict management styles. We will show the relationship between the level of conflict and the impact on the organizational performance. The here mentioned facts are also tested on the research of conflict management styles, which are used by the employees in the four monitored Slavonija-Baranja organizations, and we will also present their view on conflict and how much does the same have influence on successful course of business of their organization.

I. INTRODUCTION

Organizational conflict, or workplace conflict, is a state of discord caused by the actual or perceived opposition of needs, values and interests between people working together. Conflict takes many forms in organizations. There is the inevitable clash between formal authority and power and those individuals and groups affected. There are disputes over how revenues should be divided, how the work should be done, and how long and hard people should work. There are subtler forms of conflict involving rivalries, jealousies, personality clashes, role definitions, and struggles for power and favour. There is also conflict within individuals – between competing needs and demands – to which individuals respond in different ways.

COMPANY PROFILE

COMPANY NAME	Podaran foods India Pvt Ltd
SINCE	1969
MANAGING DIRECTOR	1) Mr.GopalSubramani (Managing director) 2) Suresh.R (Partner)
NO. OF DEPARTMENTS	9
NO. OF EMPLOYEES	230
NATURE OF BUSINESS	Cool Drinks Manufacturing



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II. SCOPE OF THE STUDY

- Conflicts of employees can help them to improve the level of job satisfaction, empowerment, self actualization, etc.
- This study at Podaran Foods Pvt. Ltd., has a good scope in future. It will enable the management to solve the effectiveness of employee conflicts.
- Thus the management can find the ways to improve the motivation level of employees to achieve the organization targets and goals.

II. OBJECTIVES OF THE STUDY

- To identify various factors that causes of conflict among the employees towards organizational change in Podaran Foods Pvt Ltd
- To analyze and examine the effectiveness of conflict management.
- To examine the positive and negative effects of conflict.
- To give recommendation to resolve the conflict

III. LIMITATIONS OF THE STUDY

- The study was conducted in a short period of time.
- The data depend totally on the respondent's view, which may be biased.
- The company functions in shift system so all shift workers did not take part in this study.
- The attitude of the workers change from time to time.

IV. REVIEW OF LITERATURE

Linda L. Putnam (2007), discussed on organizational conflict management systems - the early dispute models such as Adjudication and Arbitration which are replaced by the Non-union environments characterized by team-based work systems, co-operative partnerships and joint ventures, participatory and collaborative management systems.

Michael.R (1989) quotes in a study on Conflict management and organizational development, that personal relations in an organization depends on four general forms such as, i) Power and dependency ii) Negotiating iii) Instrumental, and iv) Socioemotional aspects.

Dean Tjosvold (2007) states that co-operative relationships exist in an organization when skills to discuss diverse and conflicting views open-mindedly, combine energy, ideas and knowledge of diverse people in an highly constructive manner takes place.

CartenK.W.DeDreu (2007) and many researchers, it is discussed that workplace conflict is quite desirable, should be welcomed and, where possible, stimulated Pondy (1992). In fact, this is exactly what Van de Vliert and De Dreu (1994) suggested some time ago: _In overly harmonious or protest-repressive situations, therefore, encouragement and intensification rather than prevention and mitigation of conflict may often be recommended.



George and Jones (2005) note in a book the view on conflict, although unavoidable, it can often increase organizational performance, if it is carefully managed and negotiated.

Jose M.Guerra, Ines Martinez, Lourdes Munduate and Francisco J. Medina (2005) is that the role of organizational culture is more in influencing the nature of conflicts that occur in the workplace. It is found that Task conflicts take place in private organizations with a high goal-oriented culture compared to public organizations with a low goal oriented culture.

IV. RESEARCH METHODOLOGY

DEFINITION OF RESEARCH

Advanced learners dictionary of current English defines research as a “careful investigation or enquiry especially through search for new facts in any branch of knowledge”.

RESEARCH DESIGN

A Research Design is the arrangement of conditions for collections and analysis of data in a manner that aims to combine relevance to the research purpose with economy in procedure. Descriptive type of research design is used in this study.

SAMPLING

Sampling may be defined as the selection of some part of an aggregate or totality on the basis of which a judgment or inference about the aggregate or totality is made. In other words, it is the process of obtaining information about an entire population by examining only part of it.

METHOD OF SAMPLING

Simple random method was used during the research.

SAMPLE SIZE

The sample size is 150 of the total population.

POPULATION

The total number of employees is 230.

METHOD OF DATA COLLECTION

The data collected for the study includes both primary and secondary data.

PRIMARY DATA

The data was collected from the employee through structured questionnaire interview schedule and informal talks during leisure. Source data was collected from discussions with the HRD manager and other staff.

SECONDARY DATA

The data was collected from the files of the company, information system, document, reports and books.



CHI - SQUARE TESTS

RELATIONSHIP BETWEEN EXPERIENCE AND ORGANIZATIONS CONFLICT VALUE

Experience / Organization Conflict value	0-5 years	5-10years	10-15 years	15 & above years	Total
Agree	3	4	5	2	14
Disagree	10	28	14	10	62
Highly agree	8	10	18	12	48
Highly disagree	5	6	3	5	19
Neither agree or disagree	3	2	2	0	7
Total	29	50	42	29	150

INTERPRETATION

There is no significant relationship between experience and organization’s conflict value.

FINDINGS

- 80% of the respondents belongs to the category of Male.
- 34% of the respondents belongs to the category of 5-10 years of experience.
- 44% of the respondents belongs to the category of UG educational qualification of the respondents.
- 68% of the respondents belongs to the category of married.
- 28% of the respondents belongs to the category of disagree in conflict opportunity change.
- 40% of the respondents belongs to the category of middle level in conflict occurs.
- 28% of the respondents belongs to the category of highly agree in conflicts always welcome.
- 52% of the respondents belongs to the category of know the conflict procedure.
- 36% of the respondents belongs to the category of know about conflict resolve 20-40%.
- 52% of the respondents belongs to the category of know the information deal with resource.
- 28% of the respondents belongs to the category of highly agree in disputant decision.
- 28% of the respondents belongs to the category of highly agree in disputant decision.
- 30% of the respondents belongs to the category of education level in conflict position place.



SUGGESTIONS

- The organization may improve job security and give adequate recognition to their work, and complaint should be carefully listen for motivate the employees.
- The employees shall be communicated with performance feedback so that they can be aware of their standard of performance and what they lack to achieve the goals.
- Managers should monitor employees work to assist them to understand and co-ordinate their actions.
- Encourage employees to approach when they cannot solve difficulties with co- workers on their own.
- Regular meeting that give employees a chance to discuss their grievances.

V. CONCLUSION

The research study “**A STUDY ON EMPLOYEE CONFLICT TOWARDS ORGANIZATIONAL CHANGE IN PODARAN FOODS PVT. LTD.,**” was a good opportunity to know the practical conflict resolve functions taking place in the organisation. The human resource policy of the organisation is effective and motivates the employees. The conflicts level of employees is fairly satisfactory. The study reveals that,

- The organisation encourages the employees effectively.
- The organisation is having a satisfaction feedback solving in work related problem.

Suitable suggestions are given to further improve the resolve conflict level of the employees. The research study helped me to better understand the important concepts of human resource management, especially the conflicts level of the employees followed in the organisation.

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