

THE EFFECTS OF GOOD HUMAN RELATION IN SLOVING CONFLICT IN AN ORGANIZATION

**S.NILANI
(40410114)**



SCHOOL OF MANAGEMENT STUDIES

SATHYABAMA

INSTITUTE OF SCIENCE AND TECHNOLOGY

(DEEMED TO BE UNIVERSITY)

Accredited with Grade "A" by NAAC

JEPPIAAR NAGAR, RAJIV GANDHI SALAI, CHENNAI - 600119



SATHYABAMA

INSTITUTE OF SCIENCE AND TECHNOLOGY
(DEEMED TO BE UNIVERSITY)

Accredited with "A" grade by NAAC | 12B Status by UGC | Approved by
AICTE Jeppiaar Nagar, Rajiv Gandhi Salai, Chennai – 600 119
www.sathyabama.ac.in

SCHOOL OF BUSINESS ADMINISTRATION

BONAFIDE CERTIFICATE

This is to certify that this Project Report is the bonafide work of NILANI S 40410114
who carried out the project entitled "**THE EFFECTS OF GOOD HUMAN RELATION IN
SLOVING CONFLICT IN AN ORGANIZATION**" under my supervision from December 2021
to April 2022.

DR. D.VELUMONI

Internal Guide

External Guide

Dr. Bhuvaneshwari.G
Dean – school of Business Administratio

Submitted for viva voice examination held on _____

Internal examiner

External examiner

DECLARATION

I, **NILANI S (40410114)** hereby declare that the Project Report entitled,
“The effects of good human relation in solving in an organization” done
me under the guideline of **DR. D. Velumoni** is submitted in partial fulfilment
requirement for the award of Masters of Business Administration degree.

DATE:

PLACE:

NILANI.S

ACKNOWLEDGEMENT

I am pleased to acknowledge my sincere thanks to Board of Management of **SATHYABAMA** for their kind encouragement in doing this project and for Completing it successfully. I am grateful to them.

I convey my sincere thanks to **Dr BHUVANESHWARI.G**, Dean, School of Business Administration and **Dr. PALANI. A** , Head, School of Business Administration for providing me necessary support and details at right time during the progressive reviews.

I would like to express my sincere and deep sense of gratitude to my Project Guide **DR.D.VELUMONI**, for her valuable guidance, suggestions and constant encouragement paved way for the successful completion of my project work.

I wish to express my thanks to all Teaching and Non-teaching staff members of the School of Business Administration who were helpful in many ways for the completion of the project.

NILANI.S

TABLE OF CONTENT

CHAPTER NO.	TITLE	PAGE NO
	ABSTRACT	7
	LIST OF TABLES	8
	LIST OF CHARTS	9
1	INTRODUCTION	10-11
	1.1 Introduction	10
	1.2 Industry profile	10
2	REVIEW OF LITERATURE	12-13
3	RESEARCH METHODOLOGY	13 - 16
	3.1 Need of the Study	13
	3.2 Scope Of The Study	13
	3.3 Objective of the study	14
	3.4 Significance of the study	14
	3.5 Descriptive research design	14
	3.6 Structure of Questionnaire	15
	3.7 Sampling technique	15
	3.8 Period of study	15
	3.9 Analytical tools	15
	3.10 Limitations of the study	16
4	DATA ANALYSIS AND INTERPRETATION	16-34
	FINDINGS, SUGGESTIONS AND CONCLUSION	34-35
	5.1 Findings of the Study	3

5	5.2 Suggestions	35
	5.3 conclusion	36
	ANNEXURE – I (Questionnaire)	37-40

ABSTRACT

Effective human relation in an organization has been an important role the human resources department of effectively plan, control design discharge responsibility and authorities to various employees in order to reach or meet the organizational goals and objectives. In doing this, the human resources department in any organization is expected to use utmost human resource skills and techniques to avert conflict in tasks, duties responsibilities and authorities. As organization will like to leave its original purpose of the organization, every aspect or sphere in the human resource department the line staff, the subordinate staffs or the clear must be put into consideration.

The study will also tell about the responsibility and authorities to employees in an organization enhancing the effective human relation.

LIST OF TABLES

TABLE NO.	PARTICULAR	PAGE NO.
1	Age of respondent	17
2	Gender of respondent	18
3	Qualification of the respondent	19
4	What is need by the personal manager to solve conflict	20
5	Which conflict resolution skills are mostly needed	21
6	What type of decision making is most suitable for solve an organization conflict	22
7	Do you think educational skills are required to solve or handle an organization conflict	23
8	Which education skill is effectively helps to deal with conflict of an organization	24
9	Personal manager does help in reducing organization conflict	25
10	Responsibility and authorities to employees in the organization does enhance effective relation	26
11	Opinion for the responsibility which are enhancing the human relation	27
12	Which duty of an employee is enhancing human relation in an organisation	28
13	Do you agree that the goal and objectives of an organization maximize conflict	29
14	Which goals and objectives of an organization maximize conflict	30

LIST OF CHART

TABLE NO.	PARTICULAR	PAGE NO.
1	Age of respondent	17
2	Gender of respondent	18
3	Qualification of the respondent	19
4	What is need by the personal manager to solve conflict	20
5	Which conflict resolution skills are mostly needed	21
6	What type of decision making is most suitable for solve an organization conflict	22
7	Do you think educational skills are required to solve or handle an organization conflict	23
8	Which education skill is effectively helps to deal with conflict of an organization	24
9	Personal manager does help in reducing organization conflict	25
10	Responsibility and authorities to employees in the organization does enhance effective relation	26
11	Opinion for the responsibility which are enhancing the human relation	27
12	Which duty of an employee is enhancing human relation in an organisation	28
13	Do you agree that the goal and objectives of an organization maximize conflict	29
14	Which goals and objectives of an organization maximize conflict	30

CHAPTER - 1

INTRODUCTION

1.1 INTRODUCTION OF THE TOPIC:

Businesses nowadays are operating in a turbulent environment where organizations are searching for measure that will allow them to improve their performance and competitiveness (Dodd 2003). Conflict is generally regarded as disagreement regarding interest or ideas. In addition organization conflict is regarded as the discord that occurs when the goal, interest or values of different individual or groups are incompatible with those of individual frustrates each other in attempt to achieve their objectives. Looms (1965) agree that conflict is an ever present process in human relation that is why various organization have change their approaches to enable them to manage their organization effectively to avoid conflict at all costs. Conflict is a fact of life which any organization as long as people compete for jobs, resources, power, recognition and security. In addition, dealing with conflicts a great challenge to management in human relation. Most management use two or more daily work trying to mutually communicate with others to influence their behavior for the upliftment of the organization. No organization can improve without effectively affecting its good structure of human relation in faced with conflict. The key responsibility of management is to ensure efficiency Osborn (1988) and effective use of good human relation at its disposal goal such as conflicts solution. Nowadays most serious conflict make headline in the newspaper which might affect the public image of the company. Conflict have both negative and positive outcome to the individual employees and the organization at large. There is no one source of conflict which occurs in organization at all level of management. Conflicts have always constituted serious threat to the effective management in eternity limited Sapele.

1.2 INDUSTRY PROFILE:

Conflict management is the practice of being able to identify and handle conflicts sensibly, fairly, and efficiently. Since conflicts in a business are a natural part of the workplace, it is important that there are people who understand conflicts and know how to resolve them. This is important in today's market more than ever. Everyone is striving to show how valuable they are to the company they work for and at times, this can lead to disputes with other members of the team. Conflict resolution involves the reduction, elimination, or termination of all forms and types of conflict. Five styles for conflict management, as identified by Thomas and Kilmann, are: competing,

compromising, collaborating, avoiding, and accommodating. Businesses can benefit from appropriate types and levels of conflict. That is the aim of conflict management, and not the aim of conflict rejection. Conflict management does not imply conflict resolution. Conflict management minimizes the negative outcomes of conflict and promotes the positive outcomes of conflict with the goal of improving learning in an organization. Properly managed conflict increases organizational learning by increasing the number of questions asked and encourages people to challenge the status quo. Organizational conflict at the interpersonal level includes disputes between peers as well as supervisor-subordinate conflict. Party directed mediation (PDM) is a mediation approach particularly suited for disputes between co-workers, colleagues or peers, especially deep-seated interpersonal conflict, multicultural or multi ethnic disputes. The mediator listens to each party separately in a pre-caucus or pre-mediation before ever bringing them into a joint session. Part of the pre-caucus also includes coaching and role plays. The idea is that the parties learn how to converse directly with their adversary in the joint session. Some unique challenges arise when organizational disputes involve supervisors and subordinates. The Negotiated Performance Appraisal (NPA) is a tool for improving communication between supervisors and subordinates and is particularly useful as an alternate mediation model because it preserves the hierarchical power of supervisors while encouraging dialogue and dealing with differences in opinion. Stay calm and ensure that you are able to take a considered, rational and impartial approach to the situation. If you are personally involved, you may need to ask someone else to handle the issue. Avoid the temptation to adopt the instinctive reactions of 'fight or flight'. Neither of these approaches are constructive: 'flight' avoids the issue and doesn't resolve the conflict; 'fight' provokes greater conflict and may intimidate the parties involved. Avoid passive behaviour - do not take an apologetic stance and accept all points of view whether they are right or wrong. Similarly, avoid aggressive behaviour - do not take an authoritarian approach and fail to listen to reasoned argument. Instead, aim to take an assertive stance, while treating all parties with respect and listening to all points of view. Take care with your use of language and your body language while dealing with people involved in conflict situations. Careless or thoughtless comments can cause offence and exacerbate the conflict. Listen carefully to any evidence offered and take notes. Most importantly, be neutral and focus on the facts.

CHAPTER- 2

REVIEW OF LITERATURE

INTRODUCTION

In this chapter the researcher has made an attempt to study the effect of good human relation in solving conflict in an organization. This attempt includes understanding the basic concept of good human relation solving the conflict in an organization, for this, the researcher has used various books, research journals and websites. The detailed list is further elaborated in the bibliography. Through this literature survey researcher wants to find out which are the important parameters of good human relation in an organization.

- It is commonly acknowledged that uniform tasks required a bureaucratic type of organization whereas non- uniform tasks require a human relations organization in the present day society most large scale organizations have to deal with both uniform and non- uniform tasks and most combine these contradictory forms of social relation into professional model. Litwak (1961) regards the inclusion of these contradictory forms as a source of organizational conflict.
- Lawrence & Lorsch (1967): emphasized the effects of differentiation on organizational conflict. Where each of the functional units performs a different type of task and copes with a different segment of environment the units will develop significant internal differences among themselves with respect to their a) degree of structure, b) interpersonal orientation, c) time orientation and d) goal orientation. They believe that this four fold differentiation largely a response to the degree of uncertainty in the relevant departments
- Identify concerns: identity concerns (Mayer & Louw, 2009) of individuals in terms of their self concepts such as feelings of being knowledgeable, confident, experienced, etc. have a profound influence on organization conflicts. In his conceptual analysis of internationalization decision making, Walton (1972) views that the identity concerns of organizations are of crucial significance in the choice of strategies (to be made for making joint decisions) as well as their potential consequences. If the identity needs of two parties are compatible (i.e. identity reinforcement), the parties are more likely to resort to problem-solving and exploit their integrative potential with a view to maximizing the joint gains available to them. However, when the preferred identities are in conflict (i.e. identity conflict), the parties are more likely to engage in bargaining behavior and obtain sub optimal decisions.

- **Performance Criteria and Rewards** Inter-departmental conflict arises when each of the interdependent units has responsibility for only one side of a dilemma embedded in organization tasks. Dutton and Walton (1966) noted that the preference of production units for long, economic runs conflicted with the preference of sales units for quick delivery to good customers. Dalton (1959) observed that staff units valued change because that was one way they could prove their worth, whereas line units valued stability because change reflected unfavorably upon them. While such dilemmas underlying inter-departmental differences are inherent in the total task, the reward system (Alper, Tjosvold, & Law, 2000) designed by management may either increase or dissipate their divisive effects. The more the reward system emphasizes the separate performance of each department rather than their combined performance, the greater is the likelihood of conflict to occur.
- **Barriers to Communication:** Research findings have indicated that semantic differentials can impede communication essential for cooperation. This challenge is especially heightened in the current globalized economic environment with diverse interacting cultures (Mayer & Louw, 2009). Straus (1964) observed that differences in the training of purchasing agent and engineers contributed to their conflicts. March & Simon (1958) stated that organizational channeling of information introduced bias. In an empirical investigation of the causes of inter-departmental conflicts, Walton and Dutton (1969) used three measures of conflict, typically characteristic of the bargaining type of decision processes (a) distrust; (b) over statement of departmental needs; and (c) lack of consideration of another department's needs. It was postulated that reducing the levels of the above three conflict variables would promote problem-solving behaviors. The results of the study revealed that communication-inhibiting factors were most significantly related to the composite measure of the conflict variables.
- **Personality Attributes:** A review of experimental studies led Walton & McKersie (1965) to observe that certain personality attributes such as high authoritarianism, high dogmatism, and low self-esteem increase conflict behaviour. Kahn (1964) found that in objective role conflict, persons who scored lower on neurotic anxiety scales tended to depart more from "cordial, congenial, trusting, respecting and understanding relations". A person with a narrow range of behavioral skills is less likely to exploit the integrative potential fully in an inter-unit relationship. He may either engage in bargaining to the exclusion of collaborative problem-solving, or withdraw or become passive (Walton & McKersie, 1966). Dalton (1959) and Thompson (1960) found that personal dissimilarities such as education, social patterns, values, background, age, etc. lowered

the probability of inter-personal rapport between departmental representatives, and in turn, decreased the amount of collaboration between their respective units.

- **Role Dissatisfaction:** Role dissatisfaction stemming from a variety of sources can be a source of conflict. Dalton(1959)found that blocking status aspirations in staff member sled to conflict with other units. In these cases, the professionals felt that they lacked recognition and opportunities for advancements. Similarly, where one unit internally reports on the activities of another unit, resentment can occur, as with staff units reporting to management on production irregularities (Dalton, 1959). Argyris (1964) and Dalton (1959) both have argued that role dissatisfaction and conflict would follow where one unit with the same or less status set standards for another

CHAPTER - 3

RESEARCH METHODOLOGY.

3.1 NEED OF THE STUDY

The importance of good human relation in an organization, especially in companies which cannot be over emphasized.The realization of the company objective depends much on the nature of personal and interpersonal relationship existing in that company. The interpersonal conflict is used to indicate the disagreement that most people call a personality dash situation are poor for performance unconducive working atmosphere which hinder good judgement and common sense in handling issue and above all loss of goodwill are those things that necessitates the researcher to focus mainly on categories of productive staff and marketing staff such as the company.

3.2 SCOPE OF THE STUDY.

- This research work concerns organization, it focuses on Eternit limited sapele since it is a private organization.
- This study also restricts itself to ascertain how frequent conflict in companies can be reduced through effective human relation.
- It is also designed to find out how effective human relation can easily solve the conflict identified in an organization.

3.3 OBJECTIVES OF THE STUDY

The major objective of this study is as follows;

- To examine the factors that result to conflict in the company.
- To investigate the degree to which lack of good human relation system contribute to conflict development within the company.
- Evaluating the problem that hinders effective human relation in the employer's obstacle to effective human relation in the organization.
- To determines the possibility of maintaining a good human relation (i.e management employers) in the organization using effective human communication as a working tool.

3.4 SIGNIFICANCE OF THE STUDY.

- It will help o show the different conflict and how human relation is used in reducing the conflict.
- It will be a guide for future research on the topic.3. The study will help to stress employer moral and encourage more employer participation and communication with the company.

3.5 DESCRIPTIVE RESEARCH DESIGN

Descriptive research is a study designed to depict the participants in an accurate way more simply put, descriptive research is all about describing people who take part in the study.

3.6 SOURCE OF DATA

Data collection is term used to describe a process of preparing and collecting data

- Primary data - questionnaire given to 100 respondents

3.7 STRUCTURE OF QUESTIONNAIRE

Questionnaire was divided into two sections. First part was designed to know the general information about customers and the second part contained the respondent's opinions about conflict management in an organization.

3.8 SAMPLING TECHNIQUES

3.8.1 convenience sampling method

A convenience sample is one of the main type of non- probability sampling methods.

A convenience sample is made up of people who are easy to reach

3.9 PERIOD OF STUDY

The period of study is from December 2021 to march 2022 which is a four months of study.

3.10 ANALYTICAL TOOLS

3.10.1 percentage analysis

Research questions are always answered with a descriptive statistic. Generally either percentage or mean. Percentage is appropriate whet it is important to know how many of the participants gave a particular answer. Generally, percentage is reported when the responses gave discrete categories.

3.11 LIMITATION OF THE STUDY.

- The study is based upon the conflict management in an organization
- The data collected for the research is fully on primary data given by the respondents. There is chance for personal bias. So, the accuracy is not true
- Due to storage of time and other constraints, the study has been limited 101 respondents only.

3.12 SPSS TOOL

3.12.1 CHI-SQUARE TEST: A chi-square statistic is one way to show a relationship between two categorical variables. In statistics, there are two types of variables: numerical (countable) variables and non-numerical (categorical) variables. The chi-squared statistic is a single number that tells you how much difference exists between your observed counts and the counts you would expect if there were no relationship at all in the population. The application of chi-square in our research will be used in comparison of age of the respondents.

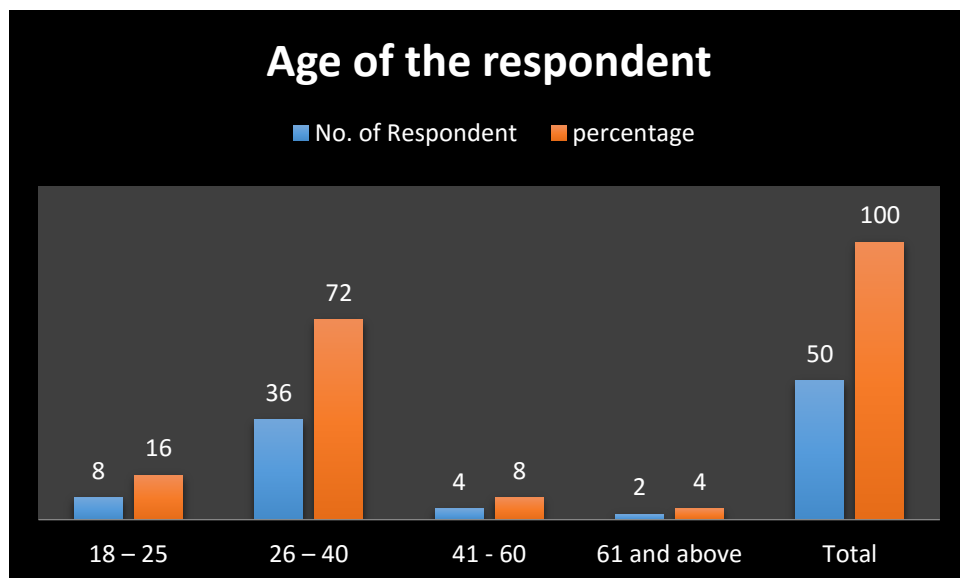
3.12.2 ANOVA: Analysis of variance is a collection of statistical models and their associated estimation procedure used to analyse the difference among means.

CHAPTER – 4
DATA ANALYSIS AND INTERPRETATION

TABLE NO.1 – Age wise classification of respondents:

Age	No. of Respondent	Percentage
18 – 25	8	16
26 – 40	36	72
41 - 60	4	8
61 and above	2	4
Total	50	100

CHART NO: 1 – Age wise classification of respondents:



Interpretation:

From the above table shows that the age of the response, 72% of 26 – 40, 16% of 18 – 25, 8% of 31 – 40 – above of the respondent.

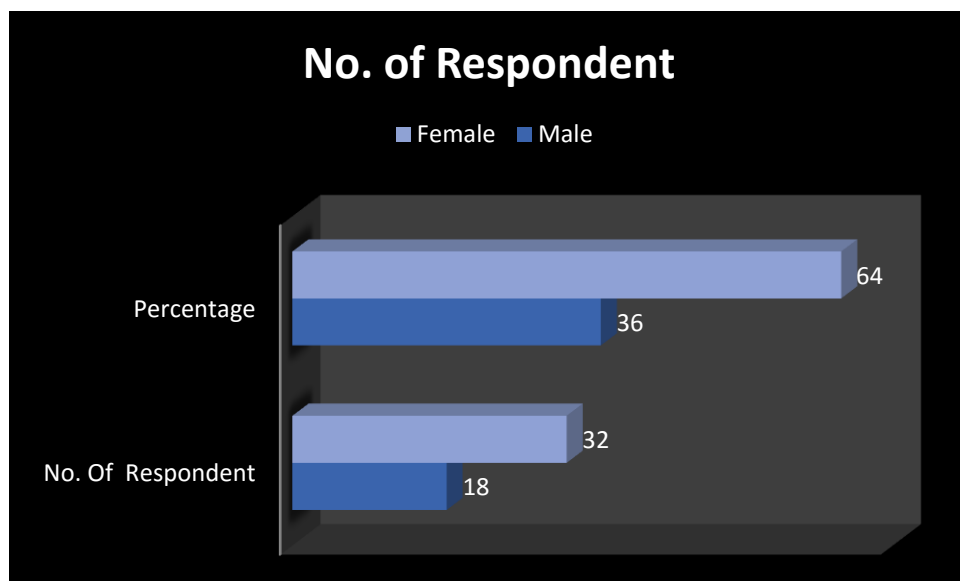
Inference :

Majority of 72% of respondents are 26 – 40 age.

TABLE NO:2 Gender wise classification of respondent:

Gender	No. Of Respondent	Percentage
Male	18	36
Female	32	64
Total	50	100

CHARET NO:2 – Gender of the respondent:



Interpretation:

From the above table shows that the gender of the response, 36% of male and remaining 64% of female respondent.

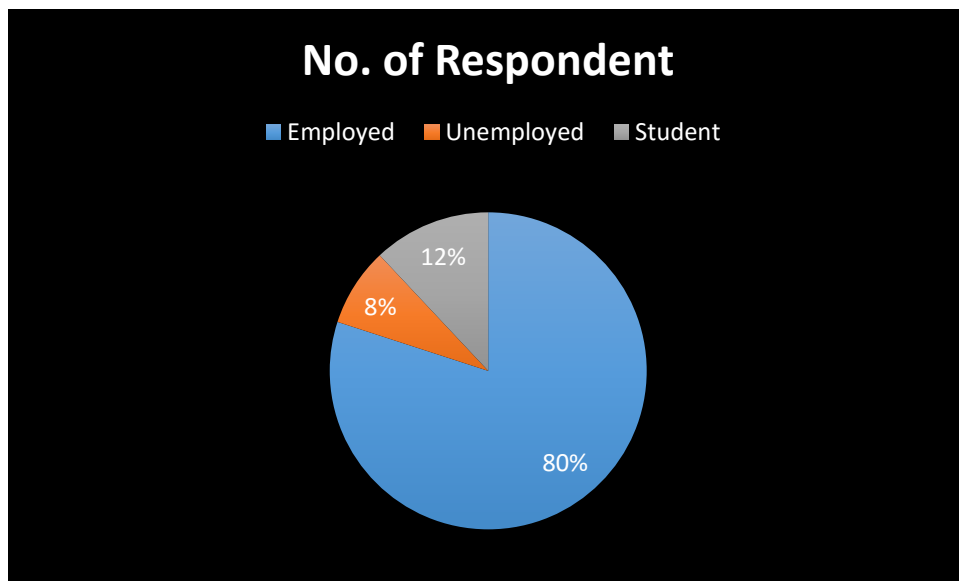
Inference:

Majority 64% of respondents are female.

TABLE NO: 3 – Qualification of the respondents:

Particulars	No. of Respondent	Percentage
Employed	40	80
Unemployed	4	8
Student	6	12
Total	50	100

CHARET NO: 3 – Qualification of the respondents



INTERPRETATION:

From the above table shows that qualification of the respondents, 80% of employed of the responses, 12% of student of the responses and 8% of unemployed of the responses.

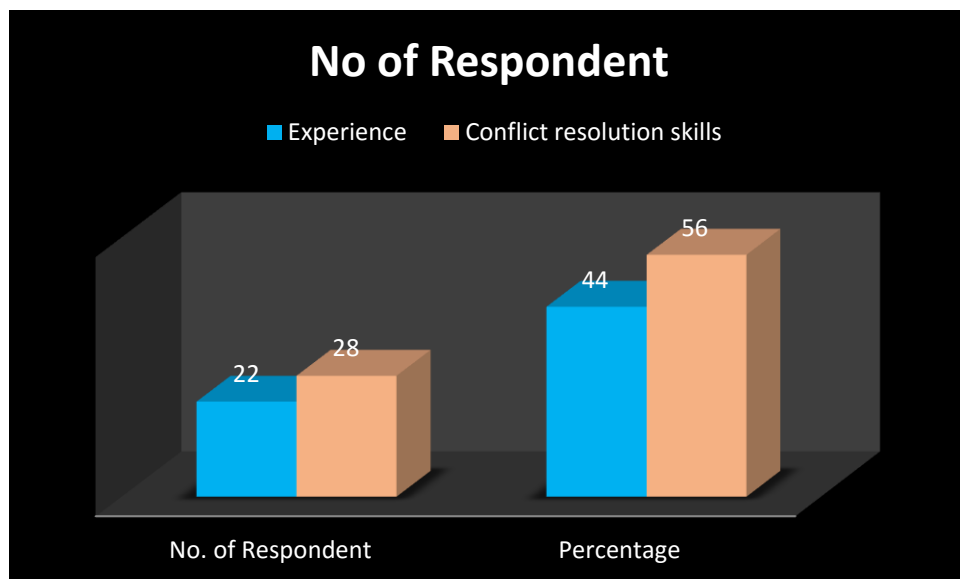
INFERENCE:

80% of the respondents are employed qualification of the response is majority.

TABLE NO: 4 – What is needed by the personal manager to solve an organization conflict :

Particulars	No. of Respondent	Percentage
Experience	22	44
Conflict resolution skills	28	56
Total	50	100

CHARET NO: 4 - What is needed by the personal manager to solve an organization conflict?



INTERPRETATION:

From the above table shows that What is needed by the personal manager to solve an organization conflict, 56% of conflict resolution skills of the response, 44% of experience of the response.

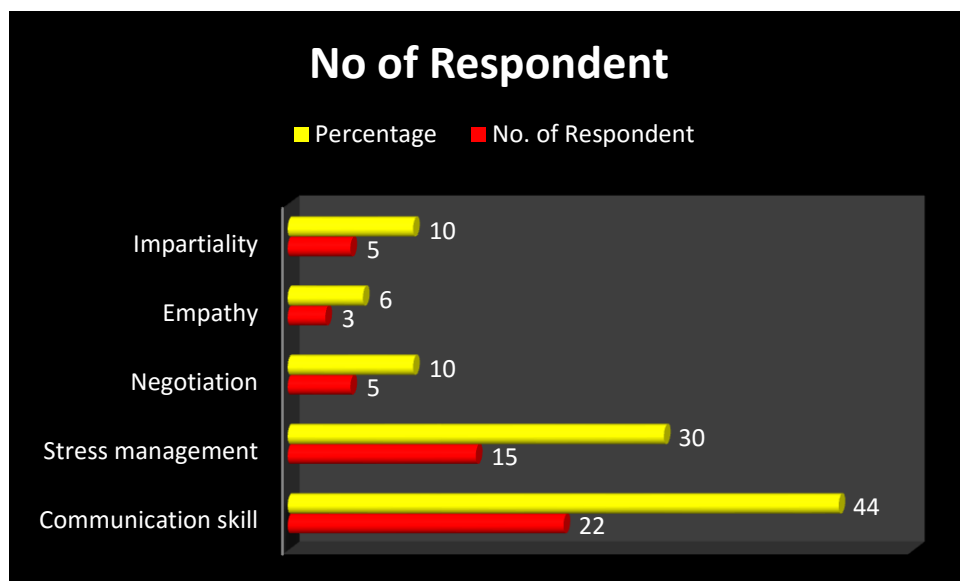
INFERENCE:

56% of the respondents are conflict resolution skills of the response is majority.

TABLE NO 5 – Which conflict resolution skills are mostly needed by the personal manager to solve organizational conflict :

Particulars	No. of Respondent	Percentage
Communication skill	22	44
Stress management	15	30
Negotiation	5	10
Empathy	3	6
Impartiality	5	10
Total	50	100

CHART NO: 5 - Which conflict resolution skills are mostly needed by the personal manager to solve organizational conflict



INTERPRETATION:

From the above table shows that Which conflict resolution skills are mostly needed by the personal manager to solve organizational conflict, 44% of communication skill of the responses, 30% of stress management of the response, 10% of negotiation of the response, 10% of impartiality of the response, 6% of empathy of the response.

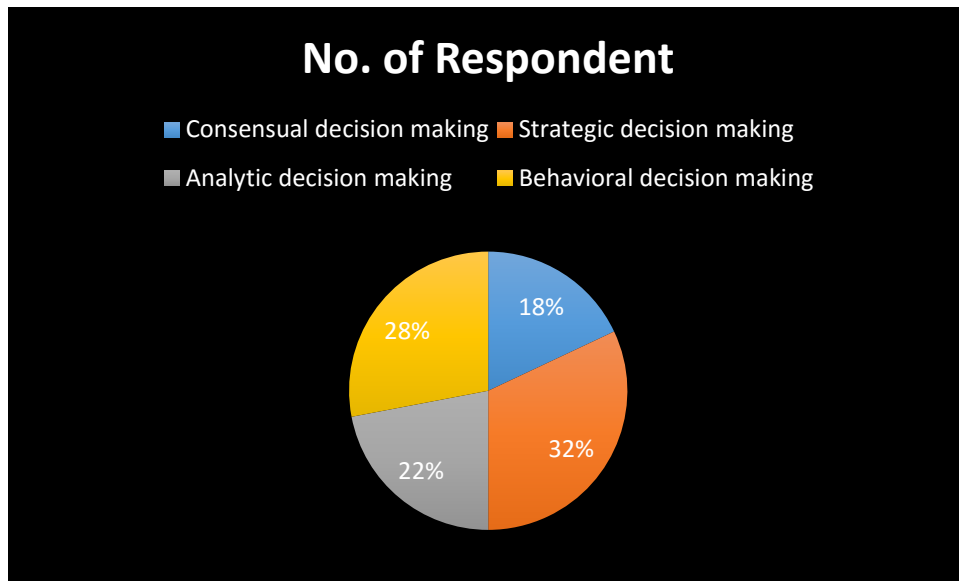
INFERENCE:

44% of the respondents are communication skill of the response is majority.

TABLE NO: 6 – Which type of decision making is most suitable for solve or handle an organizational conflict:

Particulars	No. of Respondent	Percentage
Consensual decision making	9	18
Strategic decision making	16	32
Analytic decision making	11	22
Behavioral decision making	14	28
Total	50	100

CHART NO: 6 - Which type of decision making is most suitable for solve or handle an organizational conflict:



INTERPRETATION:

From the above table shows that which type of decision making is most suitable for solve or handle an organizational conflict, 32% of strategic decision making of the response, 28% of behavioral decision making of the response, 22% of analytical decision making of the response, 18% of consensual decision making.

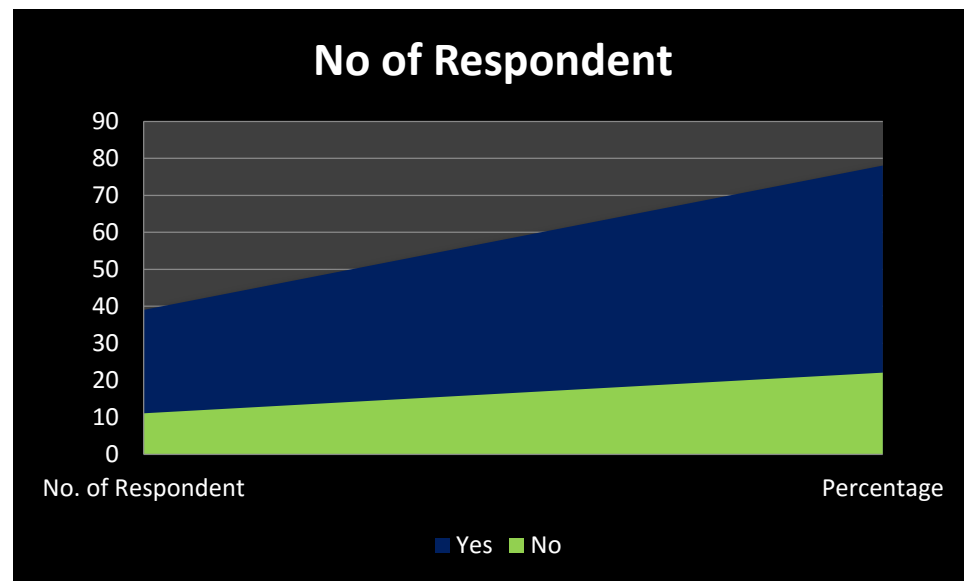
INFERENCE:

32% of the respondents are strategic decision making of the response is majority.

TABLE NO: 7 – Do you think educational skills are required to solve or handle an organizational conflict:

Particulars	No. of Respondent	Percentage
Yes	39	78
No	11	22
Total	50	100

CHART NO: 7- Do you think educational skills are required to solve or handle an organizational conflict:



INTERPRETATION:

From the above table shows that Do you think educational skills are required to solve or handle an organizational conflict, 78% of Yes of the response, 22% of No of the response.

INFERENCE:

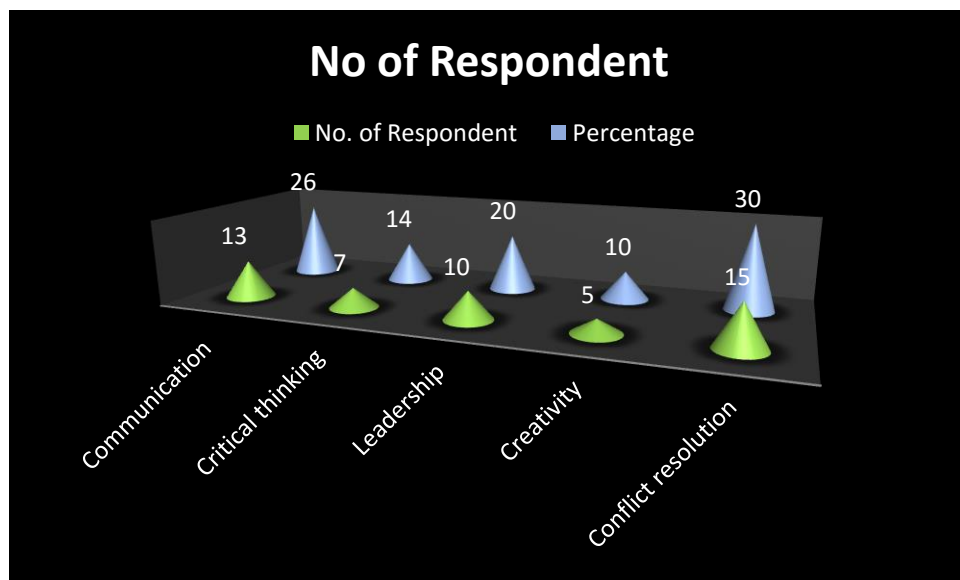
78% of the respondents are yes of the response is majority.

TABLE NO: 8 – Which education skill is effectively helps to deal with conflict of an organization:

Particulars	No. of Respondent	Percentage
Communication	13	26
Critical thinking	7	14
Leadership	10	20

Creativity	5	10
Conflict resolution	15	30
Total	50	100

CHART NO: 8 - Which education skill is effectively helps to deal with conflict of an organization:



INTERPRETATON:

From the above table shows that Which education skill is effectively helps to deal with conflict of an organization, 30% of conflict resolution of the response, 26% of communication of the response, 20% of leadership of the response, 14% of critical thinking of the response, 10% of creativity of the response.

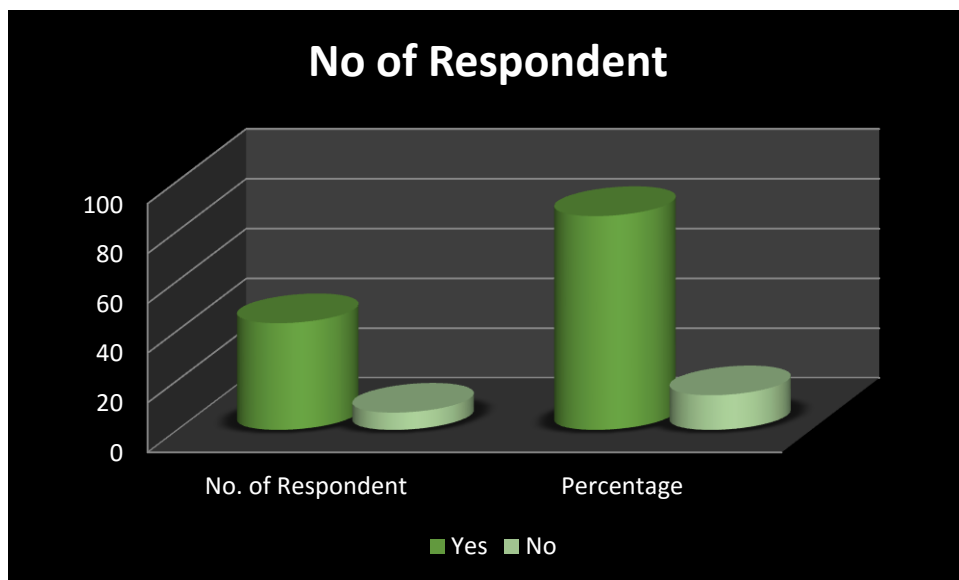
INFERENCE:

30% of the respondents are conflict resolution of the response is majority.

TABLE NO: 9 – Personnel manager does help in reducing organization conflict:

Particulars	No. of Respondent	Percentage
Yes	43	86
No	7	14
Total	50	100

CHARET NO: 9 - Personnel manager does help in reducing organization conflict:



INTERPRETATION:

From the above table shows that Personnel manager does help in reducing organization conflict, 86% of Yes of the response, 14% of No of the response.

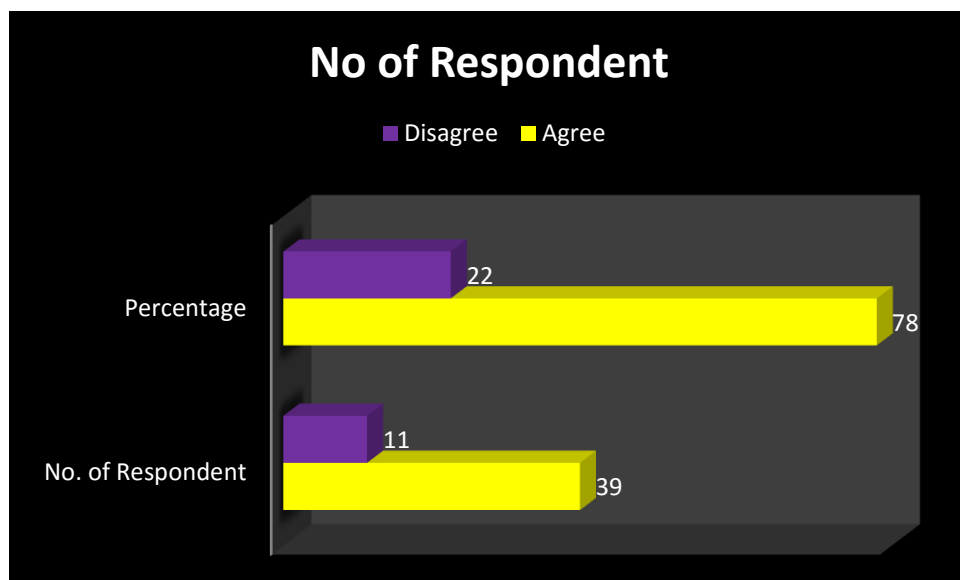
INFERENCE:

86% of respondents are Yes of the response is majority.

TABLE NO: 10 – Responsibilities and authorities to employees in the organization does enhance effective human relation:

Particulars	No. of Respondent	Percentage
Agree	39	78
Disagree	11	22
Total	50	100

CHART NO: 10 - Responsibilities and authorities to employees in the organization does enhance effective human relation:



INTERPRETATION:

From the above table shows that Responsibilities and authorities to employees in the organization does enhance effective human relation, 78% of agree of the response. 39% of disagree of the response.

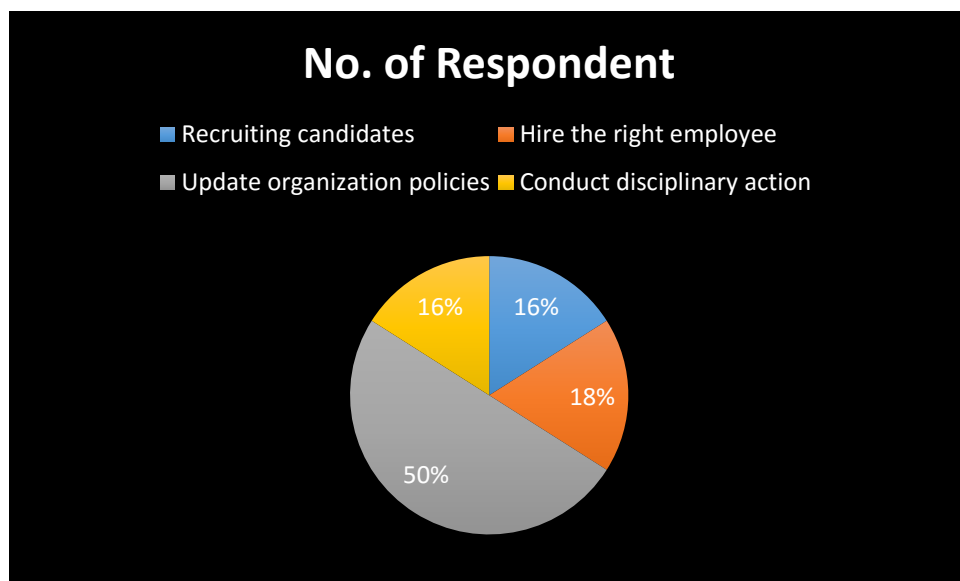
INFERENCE:

78% of the respondents are agree of the response is majority.

TABLE NO: 11 – Give your opinion for the responsibilities which are enhancing the human relation in an:

Particulars	No. of Respondent	Percentage
Recruiting candidates	8	16
Hire the right employee	9	18
Update organization policies	25	50
Conduct disciplinary action	8	16
Total	50	100

CHART NO: 11 - Give your opinion for the responsibilities which are enhancing the human relation in an:



INTERPRETATION:

From the above table shows that Give your opinion for the responsibilities which are enhancing the human relation in an, 50% of update organization policies of the response, 18% of hire the right employee of the response, 16% of recruiting candidates of the response, 16% of conduct disciplinary action of the response.

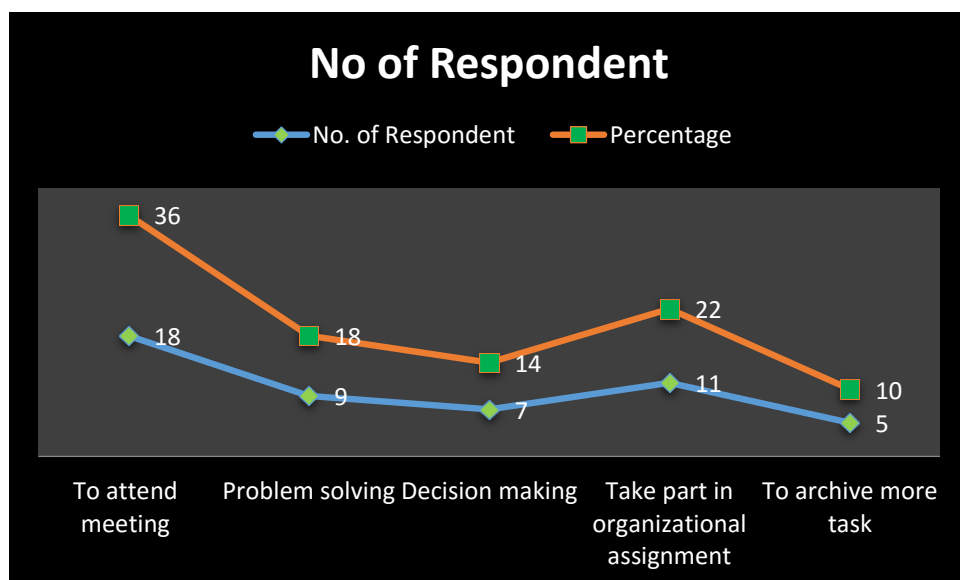
INFERENCE:

50% of the respondents are update organization policies of the response is majority.

TABLE NO: 12 – Which duty of an employee is enhancing human relation in an organization:

Particulars	No. of Respondent	Percentage
To attend meeting	18	36
Problem solving	9	18
Decision making	7	14
Take part in organizational assignment	11	22
To archive more task	5	10
Total	50	100

CHART NO: 12 - Which duty of an employee is enhancing human relation in an organization:



INTERPRETATION:

From the above table shows that which duty of an employee is enhancing human relation in an organization, 36% of to attend meeting of the response, 22% of take part in organizational assignment of the response, 18% of problem solving of the response, 14% of decision making of the response, 10% of to archive more task of the response.

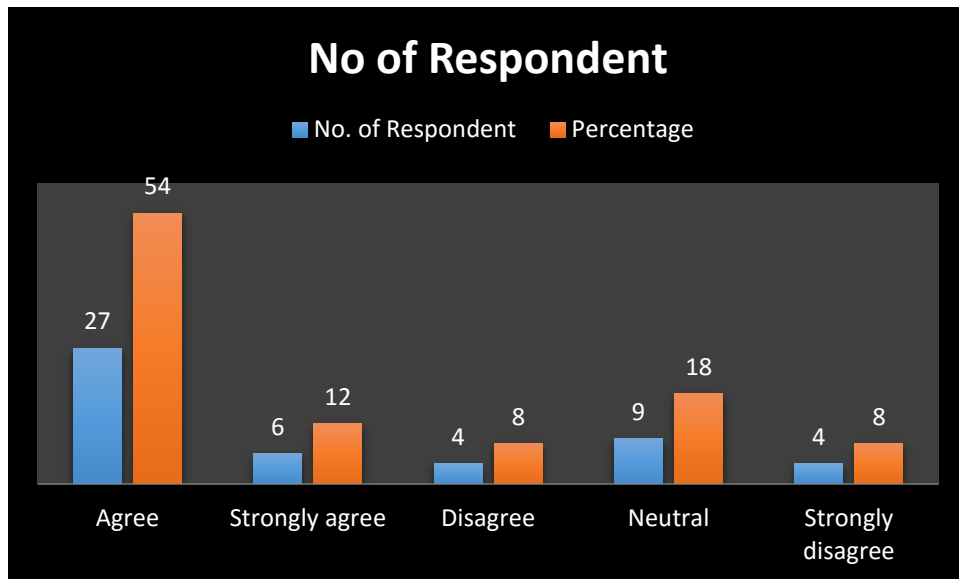
INFERENCE:

36% of the respondents are attend the meeting of the response is majority.

TABLE NO: 13 – Do you agree that the goal and objectives of an organization maximize conflict:

Particulars	No. of Respondent	Percentage
Agree	27	54
Strongly agree	6	12
Disagree	4	8
Neutral	9	18
Strongly disagree	4	8
Total	50	100

CHART NO: 13 - Do you agree that the goal and objectives of an organization maximize conflict:



INTERPRETATION:

From the above table shows that Do you agree that the goal and objectives of an organization maximize conflict, 54% of agree of the response, 18% of neutral of the response, 12% of strongly agree of the response, 8% of disagree of the response, 8% of strongly disagree of the response.

INFERENCE:

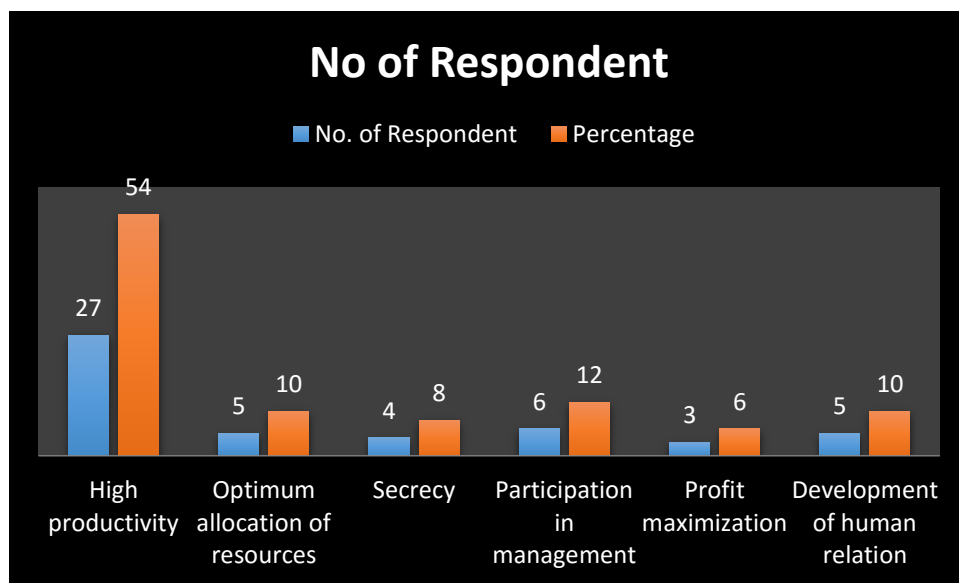
54% of the respondents are agree of the response is majority.

TABLE NO: 14 – Which goals and objectives of an organization maximize conflicts:

Particulars	No. of Respondent	Percentage
High productivity	27	54
Optimum allocation of resources	5	10
Secrecy	4	8
Participation in management	6	12

Profit maximization	3	6
Development of human relation	5	10
Total	50	100

CHART NO: 14 - Which goals and objectives of an organization maximize conflicts:



INTERPRETATION:

From the above table shows that which goals and objectives of an organization maximize conflicts, 54% of high productivity of the response, 12% of participation in management of the response, 10% of optimum allocation of resources of the response, 10% of development of human relation of the response, 8% of secrecy of the response, 6% Of the profit maximization of the response.

INFERENCE:

54% of the respondents are high productivity of the response is majority.

PERCENTAGE ANALYSIS:

Respondent's gender:

Gender	No. Of Respondents	Percentage
Male	80	40%
Female	120	60%
Total	200	100%

Out of 200 respondents female respondents are 60% and male respondents are 40%.

Respondent's Age Group:

Age	No. Of Respondents	Percentage
18 - 25	90	45%
26 - 40	65	32.50%
41 - 60	34	17%
Above 60	11	5.50%
Total	200	100%

Out of 200 respondents 45% of the respondents are aged between 18 – 25, 32.5% of the respondents are aged between 26 – 40 , 17% of respondents are aged between 41 – 60 , 5.5% of the respondents are aged between 61 and above.

Conflict resolution skills are mostly needed by the personal manager to solve organization conflict:

Particulars	No. Of Respondents	Percentage
Communication skill	88	44%
Strees management	40	30%

Negotiation	20	10%
empathy	12	6%
impartiality	20	10%
total	200	100%

Out of 200 respondents 44% of the respondents are said communication skill, 30% of the respondents are said stress management, 10% of the respondents said negotiation, 6% of the respondents are said empathy and 10% of the respondents are said impartiality as a conflict resolution skills which is mostly needed by the personal manager to solve an organization conflict.

CHI SQUARE:

TABLE – 1

Null hypothesis (H0): There is no significant difference between age of the respondents with organizational conflict.

Alternative hypothesis (H1): There is significant difference age of the respondents with organizational conflict.

→ **Crosstabs**

[DataSet0]

Case Processing Summary

	Valid		Cases Missing		Total	
	N	Percent	N	Percent	N	Percent
Age of the respondents * Conflict Management	200	100.0%	0	0.0%	200	100.0%

Age of the respondents * Conflict Management Crosstabulation

Count

		Conflict Management						Total
		communication skill	experience	stress management	negotiation	empathy	impartiality	
Age of the respondents	18 - 26	14	0	9	0	0	9	32
	26 - 40	0	18	0	0	8	6	32
	41 - 60	0	13	13	15	0	0	41
	above 60	0	74	1	0	0	20	95
Total		14	105	23	15	8	35	200

Age of the respondents * Conflict Management Crosstabulation

Count

		Conflict Management						Total
		communicati on skill	expiereance	stress management	negatiation	empathy	impartiality	
Age of the respondents	18 - 26	14	0	9	0	0	9	32
	26 - 40	0	18	0	0	8	6	32
	41 - 60	0	13	13	15	0	0	41
	above 60	0	74	1	0	0	20	95
Total		14	105	23	15	8	35	200

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	250.501 ^a	15	.000
Likelihood Ratio	230.387	15	.000
N of Valid Cases	200		

a. 13 cells (54.2%) have expected count less than 5. The minimum expected count is 1.28.

INTERPRETATION:

Since p value 0.001 is less than 0.05 null hypothesis is rejected, alternative hypothesis is rejected. Hence, there is no significant difference between age of the respondents and conflict management of the respondents

ANOVA

TABLE – 1

One – way Null hypothesis (H0): There is no significant difference between age/ Skills of the respondents on investing in fixed deposit and recurring deposit.

Alternative hypothesis (H1): There is significant difference between age / skills of the respondents on investing in fixed deposit and recurring deposit

→ Oneway

[DataSet0]

Descriptives

Age of the respondents

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
recruiting employee	14	2.00	.000	.000	2.00	2.00	2	2
higher the right employee	91	1.36	.483	.051	1.26	1.46	1	2
update organization policy	95	2.71	1.119	.115	2.48	2.93	1	4
Total	200	2.05	1.058	.075	1.90	2.19	1	4

Test of Homogeneity of Variances

		Levene Statistic	df1	df2	Sig.
Age of the respondents	Based on Mean	46.015	2	197	.000
	Based on Median	17.096	2	197	.000
	Based on Median and with adjusted df	17.096	2	150.535	.000
	Based on trimmed mean	42.767	2	197	.000

Test of Homogeneity of Variances

		Levene Statistic	df1	df2	Sig.
Age of the respondents	Based on Mean	46.015	2	197	.000
	Based on Median	17.096	2	197	.000
	Based on Median and with adjusted df	17.096	2	150.535	.000
	Based on trimmed mean	42.767	2	197	.000

ANOVA

Age of the respondents



	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	83.815	2	41.907	59.488	.000
Within Groups	138.780	197	.704		
Total	222.595	199			

INTERPRETATION:

Since p value is 0.010 less than 0.05 null hypotheses is rejected, alternative hypothesis is accepted. Hence, there is significant difference between age / educational skills of the respondents on investing in fixed deposit and recurring deposit

CHAPTER 5

5.1 FINDINGS:

- ❖ Majority (72%) of the respondents are aged between 26 – 40 years.
- ❖ Majority (64%) of the respondents are female.
- ❖ Majority (80%) of the respondents are employed.
- ❖ Majority (56%) of the respondents said that the conflict resolution skills are needed by the personal manager to solve an organization conflict.
- ❖ Majority (44%) of the respondents said that the communication skills as a conflict resolution skill to solve organizational conflict by the personal manager.
- ❖ Majority (32%) of the respondents said that the strategic decision making is most suitable for solve or handle an organizational conflict.
- ❖ Majority (78%) of the respondents are thinking that educational skills are required to solve an organizational conflict.
- ❖ Majority (30%) of the respondents said that the conflict resolution skills as a educational skill is effectively helps to deals with conflict of an organization.
- ❖ Majority (86%) of the respondents are agree that the personal manager should help in reducing organization conflict.
- ❖ Majority (78%) of the respondents are agree that responsibilities and authorities to employees in the organization is enhancing human relation.
- ❖ Majority (50%) of the respondents said that the updated organization policies is enhancing human relation.
- ❖ Majority (36%) of the respondents said that employee should attend the meeting to enhance human relation.
- ❖ Majority (54%) of the respondents agree that the goal and objectives of an organization maximize conflict.
- ❖ Majority (54%) of the respondents said that high productivity as a objective of an organization maximize conflict.

5.2 SUGRESSIONS:

- ❖ The organization should conduct conflict management training to their employees to avoid conflicts in an organization.
- ❖ Subordinates should cooperate with higher officials in order to avoid conflict.
- ❖ Avoiding of delay in work is avoiding conflict in an organization.
- ❖ Employees should have a better knowledge about conflict management.

- ❖ Communication skills are helps to manage conflicts in an organization among the employees.

5.3 CONCLUSION:

Human relations in an organization have been an important role for the human relation department to effective function of management. In order to avoid prohibition in the function of an organization HR department should manage conflicts among the employees in an organization. Conflict resolution skills like communication skills are helps to avoid conflict in an organization. Correct decision making like strategic decision making are helps to manage conflicts. Education skills like conflict resolution and good leadership also helps to avoid conflicts. Responsibilities and authorities to employees in an organization enhancing the effective human relation. Updating organization's policies are also helps to avoid organizational conflict.

THE EFFECT OF GOOD HUMAN RELATION IN SOLVING CONFLICT IN AN

ORGANISATION

Questionnaire

1. Name :
2. Age :
 - ❖ 18 – 25
 - ❖ 26 – 40
 - ❖ 41 – 60
 - ❖ Above 60
3. Gender :
 - ❖ Male
 - ❖ Female
 - ❖ Transgender
4. Occupation :
5. What is needed by the personal manager to solve an organizational conflict?
 - ❖ Experience
 - ❖ Conflict resolution skills
6. Which conflict resolution skills are mostly needed by the personal manager to solve organizational conflict?
 - ❖ Communication skill
 - ❖ Stress management
 - ❖ Negotiation

- ❖ Empathy
- ❖ Impartiality

7. Which type of decision making is most suitable for solve or handle an organizational conflict?

- ❖ Consensual decision making
- ❖ Strategic decision making
- ❖ Analytic decision making
- ❖ Behavioural decision making

8. Do you think educational skills are required to solve or handle an organizational conflict?

- ❖ Yes
- ❖ No

9. Which educational skill is effectively helps to deal with conflict of an organization?

- ❖ Communication
- ❖ Critical thinking
- ❖ Leadership
- ❖ Creativity
- ❖ Conflict resolution

10. Give your opinion for the responsibilities which are enhancing the human relation in an organization.

Responsibilities	Agree	Strongly agree	Neutral	Disagree	Strongly disagree
Recruiting candidates					
Hire the right employees					
Update organization policies					
Conduct disciplinary actions					

11. Rank the authorities which are enhancing the human relation.

Authorities	Rank
Attention to the top management	

Contribution to the main activities	
To develop interpersonal relation	
Make subordinates to cooperate for human relation	

12. Which duty of an employee is enhancing human relation in an organization?

- ❖ To attend meetings
- ❖ Problem solving
- ❖ Decision making
- ❖ Take part in organizational assignment
- ❖ To archive more task

13. Do you agree that the goal / objectives of an organization maximize conflicts?

- ❖ Agree
- ❖ Strongly agree
- ❖ Neutral
- ❖ Strongly disagree
- ❖ Disagree

14. Which goal/objectives of an organization maximize conflicts?

- ❖ High productivity
- ❖ Optimum allocation of resources
- ❖ Secrecy
- ❖ Participation in management
- ❖ Profit maximization
- ❖ Development of human relations

REFERENCES:

1. Esharenana adomi , Jul 2009,"conflict management in Nigerian university libraries
2. Amuseghan Sunday Adejimola, Oct 2006,"language and communication in conflict resolution
3. Abbott,k. 2006. A review of employment relations theories.
4. Dr. Gomathy, Mar 2018,"A study on effect of conflict and information management