Impact of Organizational Climate on Conflict Handling
The concept of conflict, being an outcome of behaviors', is an integral part of human life. Wherever, there is interaction, there is conflict. Conflict can be defined in many ways and can be considered as an expression of hostility, negative attitudes, antagonism, aggression, rivalry and misunderstanding. Conflicts arise out of human thoughts and feelings, emotions and attitudes, values, and perceptions and reflect some basic traits of a personality. Thus, some people's values or perceptions of situations are particularly likely to generate conflict with others. From an organizational behavior point of view, there is conflict between the goals of the formal organization and the psychological growth of the individual. While the formal organization demand dependency, passivity and to some degree of obedience from its members, the psychologically developed individuals exhibit independence, creativity and a desire to participate in decision making and decision implementing process. Sometimes, the structural based conflict is built around organizational environments and can be resolved or prevented by redesigning organizational structure and work flow. A general strategy would be more towards as much decentralization as possible so that most of the disputes can be settled at the lower levels in the organization and faster too. Since interdependency is one of the
major causes of conflict, it is necessary to identify and clarify poorly defined and poorly arranged interdependencies or to make these adequately understood and reliable. This can be achieved through unifying the work flow in the organization.

In organizations, conflict can take many forms and can stem from many sources. The managers must understand the nature of conflict that is beneficial to the organization and conflict that is not. He must deal with conflict in ways that promote both individuals and organizational goals. The management of conflict is an essential pre-requisite to sound human relations. Conflict is not always negative. Stimulating competition and conflict, sometimes, can have a galvanizing effect on the progress of organizations. The way conflict is managed rather than suppressed, ignored or avoided, contributes significantly to an organization's effectiveness. Conflict's impacts on the individual and the organization are, of course, not mutually exclusive. The way in which individuals perceive a conflict may have an important impact on its effect on the organization. Organization climate is the perception which people have about various facts like, organization's formal rules and procedures, its formal codes of behavior, rituals, tasks, pay systems, beliefs, experiences, and
values etc,. These elements are some of the manifestations of organizational climate.

Conflicts are normal and natural consequences of human interaction in organizational settings. Conflicts may occur for multiple reasons; for example: internal stress coming from the person and overlapping into the work place, incompatible expectations among workers and work groups differences over task procedures, values, orientations, and desired outcomes, increasing interdependencies and workloads, and external pressures and crises. The solving of dispute has a way of improving the climate of the organization, so that there is more openness, trust, risk taking, and feelings of integrity.

In the present chapter an attempt has been made to identify the common organizational conflicts and give some suggestion to resolve the conflicts. It focuses attention on determining the impact of organizational climate on conflict handling procedures. Keeping in view the need for assessing the impact of organizational climate on conflict handling, the respondents were probed on different statement relating to climate and conflict handling procedures. The list of statements includes two sets of statements. The statement in odd number represents the dimensions of organization climate (x) and the statement in even
number represent the perception of conflict handling (y) presented in Table 6.1. A simultaneous assessment was made on these two sets of statements by collecting the opinion of the respondents on five point scale. To determine the degree of relationship between the two sets of statements the Person's correlation coefficient statistical measure is used. The average score of each statement was considered as 'x' value and 'y' value to interpret the result.

The respondent's perception on organization climate is presented against the first statement i.e. 'the activities in the organization are carried in a formal manner by well designed training programme' and data were registered against the statement. The registered data reveals that about 39.20 per cent respondents were 'strongly disagree' and 14.40 per cent were 'strongly agree' to the statement in TCM. The respondents 'slightly agreed' and 'slightly disagreed' are about 19.20 per cent and 17.60 per cent respectively. Whereas, in SSP, the respondents who 'slightly agreed' and 'strongly disagreed' are equal in score i.e. 18.40 per cent. The number of respondents who stood 'neutral' /with no opinion is also significant in both the organizations.
<table>
<thead>
<tr>
<th>Statement</th>
<th>No. of Respondents and Score</th>
<th>Average Score *</th>
</tr>
</thead>
<tbody>
<tr>
<td>All the activities in the organization are carried in a formal manner by well designed training programmes.</td>
<td>18 (14.40)</td>
<td>-1.19</td>
</tr>
<tr>
<td>Implementation of a violence prevention policy and providing training to supervisors and employees in workplace violence awareness seems to decrease the incidence rate of violence.</td>
<td>15 (12.00)</td>
<td>-2.66</td>
</tr>
<tr>
<td>The organizational climate is such that every employee is very clear about their individual roles.</td>
<td>44 (35.20)</td>
<td>-2.46</td>
</tr>
<tr>
<td>Most people understand that they require some change in attitude and behaviour to fit their role.</td>
<td>24 (19.20)</td>
<td>-0.96</td>
</tr>
</tbody>
</table>

TABLE 6.1: Impact of Organizational Climate on Conflict Handling
|   | There exists a climate of maintaining peace and cooperation in their units. | TCM | 33  
|   |                           |     | (26.40)  
|   |                           | SSP | 28  
|   |                           |     | (22.40)  
|   | There are most preferred strategies in the organization because open and honest interaction promotes authentic interpersonal relationships. | TCM | 31  
|   |                           |     | (24.80)  
|   |                           | SSP | 48  
|   |                           |     | (38.40)  
|   | The solving of dispute has a way of improving the climate of the organization so that there is more openness, trust, risk-taking and feeling of integrity. | TCM | 44  
|   |                           |     | (35.30)  
|   |                           | SSP | 46  
|   |                           |     | (36.80)  
|   | People think that conflict is used as a creative force for innovation and improvement and this process enhances feedback and information flow. | TCM | 39  
|   |                           |     | (31.20)  
|   |                           | SSP | 46  
|   |                           |     | (36.80)  
|   | The structure of the organization is such that it is easily accessible to environmental changes. | TCM | 26  
|   |                           |     | (20.80)  
|   |                           | SSP | 21  
|   |                           |     | (16.80)  

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|   | People were well of environment in the organization which are categorized as scarce resources, downsizing, competitive pressures etc., | TCM | 20 (16.00) | 31 (24.80) | 9 (7.20) | 26 (20.80) | 39 (31.20) | 125 (100.00) | -0.8 |
|   | Most of the employees understand their exist open and direct communication in the organization and can express openly without hesitation. | TCM | 47 (37.60) | 36 (28.80) | 8 (6.40) | 16 (12.80) | 18 (14.40) | 125 (100.00) | 1.64 |
| 11 | Staff in the departments exchanges accurate information with others to solve a problem together. | SSP | 26 (20.80) | 19 (15.20) | 7 (5.60) | 46 (36.80) | 27 (21.60) | 125 (100.00) | -0.68 |
|   | The organization is a dedicated to the idea that each employee should be encouraged to fully develop his/her skills and abilities. | TCM | 51 (40.8) | 39 (31.20) | 4 (3.20) | 18 (14.40) | 13 (10.40) | 125 (100.00) | 2.02 |
| 12 | Supervisors must act independently and assume personal initiative and responsibility for their respective departments. | SSP | 41 (32.80) | 29 (23.20) | 5 (4.00) | 26 (20.80) | 24 (19.20) | 125 (100.00) | 0.75 |
|   | © - fO | TCM | 39 (31.20) | 28 (22.40) | 9 (7.20) | 32 (25.60) | 17 (13.60) | 125 (100.00) | 1.02 |
| 13 | SSP | 49 (39.20) | 32 (25.60) | 6 (4.80) | 12 (9.60) | 26 (20.80) | 125 (100.00) | 1.4 |
|   | TCM | 43 (34.40) | 28 (22.40) | 7 (5.60) | 21 (16.80) | 26 (20.80) | 125 (100.00) | 0.84 |
| 14 | SSP | 29 (23.20) | 35 (28.00) | 7 (5.60) | 31 (24.80) | 23 (18.40) | 125 (100.00) | 0.33 |
|   | Question                                                                 | TCM (%) | SSP (%) | TCM (%) | SSP (%) | TCM (%) | SSP (%) | TCM (%) | SSP (%) | TCM (%) | SSP (%) | TCM (%) | SSP (%) |
|---|-------------------------------------------------------------------------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| 15| There exists a practice of involving the employees while taking decisions which leads to better implementation of cooperative ideas in the organization. | 42 (33.60) | 36 (28.80) | 27 (21.60) | 41 (32.80) | 7 (5.60) | 4 (3.20) | 36 (28.80) | 27 (21.60) | 13 (10.40) | 17 (13.60) | 125 (100.00) | 125 (100.00) | 0.94 |
| 16| Management tries to bring concerns of all the employees in open, so that the issue can be resolved in the best possible ways. | 33 (26.40) | 28 (22.40) | 29 (23.20) | 37 (29.60) | 8 (6.40) | 11 (8.80) | 36 (28.80) | 26 (20.80) | 19 (15.20) | 23 (18.40) | 125 (100.00) | 125 (100.00) | 0.31 |

**Source:** Primary data collected by administering the questionnaire.

**Note:**
1. The figures in brackets represent the percentage of respondents.
2. *is obtained by dividing the total score with total no. of respondents for each statement.
The responses of the respondents registered against the second statement reveals that majority of the respondents have a positive perception that implementation of violence – prevention policy and providing training to supervisors and employees in work-place violence awareness seems to decrease the incidence rate of violence in the organization, it can be analyzed that about 32.80 per cent of the employees of TCM have ‘slightly agreed’ to the statement followed by 26.40 per cent employees who have ‘strongly agreed’ to the statement. The same perception may be observed among the SSP employees as the respondents who have ‘slightly agreed’ and ‘strongly agreed’ representing 25.60 and 35.20 per cent respectively. The numbers of respondents who are ‘neutral’ are very low and have no significance. From the data, it can be interpreted that a major portion of the employees have a perception that they require a violence – prevention training programme to decrease the incidence rate of violence in the organization.

As per the responses by the respondents for the third statement, i.e. ‘every employee is very clear about their individual roles’, it can be analyzed that a major portion of the employees are disagreeing to the statement. Among TCM (public sector employees), the respondents who have ‘strongly’ and ‘slightly’
disagreed to the statement are about 47.20 per cent and 28.00 per cent and the same is registered as 30.40 per cent and 32.80 per cent in SSP. The data reveals that a small portion of employees, i.e. 14.40 per cent in TCM and 31.20 per cent in SSP (private sector employees), have a positive perception on the statement. It indicates that a major portion of the employees have a perception that they are not clear about their individual roles in their organizations.

The respondents were asked to state their opinion about the fourth statement, it can be viewed that the respondents who have 'slightly disagreed' and 'strongly disagreed' about are 39.20 per cent and 40.80 per cent and the same are registered as 42.40 per cent and 37.60 per cent in SSP. About, 9.60 per cent and 6.40 per cent mentioned neutral about the statement in TCM and SSP respectively. Whereas, 5.60 per cent of the respondents in the TCM replied that they are strongly agreed the statement followed by 4.80 per cent opined that they slightly agreed with the statement. Almost the same trend is observed in SSP, the number of respondents were 4.00 per cent and 9.60 per cent respectively. It can be inferred that most people doesn't require major changes in behavior and attitude to fit their roles.
The respondents were asked to state their opinion on the fifth statement, i.e., 'there is a climate of maintaining peace of cooperation in organization', and the data reveals that the percentage of the respondents who have 'slightly agreed' and 'strongly agreed' to the statement are registered as 23.60 and 26.40 among TCM employees. Almost the same trends are observed from the data relating to the respondents of SSP. Where in 31.20 per cent have 'slightly agreed' and 22.40 per cent have 'strongly agreed' to the statement. Together these respondents who have slightly and strongly agreed consist more than 60.00 per cent of the total respondents and it implies that majority of the employees in TCM have positive perception than in SSP (53.00 per cent) regarding maintenance of peace and cooperation in their organizations.

The data presented against the statement, i.e. 'there are most preferred strategies in the organization because open and honest interaction promotes authentic interpersonal relationships', reveals that about 60.00 per cent respondents from TCM have a positive perception as 33.60 per cent have 'slightly agreed' and 26.40 per cent have 'strongly agreed' to the statement. Whereas, in SSP, 31.20 per cent have 'slightly agreed' and 22.40 per cent respondents have 'strongly agreed' and together they constitute
53.60 per cent of total respondents. It indicates that there exists a same level of perception among the employees of both the organizations. However, while considering the other segment of the respondents who have neutral, ‘slightly’ and ‘strongly’ disagree the statement, it can be interpreted that there is a negative perception among a significant portion of employees of both organizations.

The data registered against the statement specifying ‘solving of dispute has a way of improving the climate of organization’ reveals that about 13.60 per cent of the respondents have ‘slightly disagreed’ and 21.60 per cent have ‘slightly agreed’ by the employees of TCM. The same are registered as 12.00 per cent and 26.40 per cent respondents among the employees of SSP. Leaving the respondents who are neutral to the statement isolated, it can be observed that about 36.00 per cent of respondents in TCM, 34.00 per cent in SSP have a negative perception and the respondents who have a positive perception are about 56.00 per cent in TCM and 62.00 per cent in SSP respectively. It can be interpreted that major portion of employees of both the organizations believe that openness, trust, risk – taking and feeling of integrity can improve the climate of organization.
The data presented against the eighth statement reveals that the respondents who have ‘slightly agreed’ to the statement representing 16.80 per cent and the respondents who have ‘strongly agreed’ representing 31.20 per cent of the sample size from TCM and same are registered as 23.20 per cent and 36.80 per cent in SSP. It indicates that about 50.00 per cent of TCM respondents and 60.00 per cent of SSP respondents have a positive perception that conflict is used as a creative force for innovation and improvement. It can also be interpreted that the respondents who have negative perception representing a significant proportion as they are about 40.00 per cent in TCM and 36.00 per cent in SSP.

As per the responses made by the respondents for the ninth statement, i.e. ‘the structure of the organization is such that it is easily accessible environmental changes’, it can be analyzed that a major portion of the employees are disagreeing to the statement. Among the TCM employees, the respondents who have ‘slightly’ and ‘strongly disagreed’ to the statement are about 25.60 per cent and 35.40 per cent and same is registered as 23.20 per cent and 40.80 per cent in SSP. The data reveals that a small portion of employees, i.e. 20.00 per cent in TCM and 32.00 per cent in SSP, have a
positive perception on the statement. It indicates that a major portion of the employees have a perception that the structure of organization is rigid in nature.

The data presented against the statement pertaining to the environment in which people aware of scarce resources and competitive pressures in the organization reveals that about 20.80 per cent respondents have 'slightly disagreed' and 31.20 per cent respondents have 'strongly disagreed' to the statement among the employees of TCM. The same are registered as 36.80 per cent and 21.60 per cent among the employees of SSP. About, 30.00 per cent respondents in TCM and 35.00 per cent respondents in SSP have responded negatively to the statement. It implies that a major portion of the employees of both the organizations have a perception that there employees are not aware of environment changes in the organizations.

The data registered against the statement i.e. 'most of the employees understand their exist open and direct communication in the organization and can be express openly without hesitation', reveals that about 66.40 per cent of respondents in TCM have a positive perception as they could 'slightly' and 'strongly' agree to the statement and the same are representing about 56.00 per cent
in SSP. The respondents who are either 'neutral' or 'slightly' and 'strongly' disagreed to the statement are together representing 27.20 per cent in TCM and 40.00 per cent in SSP. Relatively, the people who find positive organizational climate are more in number in SSP, a private sector organization.

The respondents were asked to state their opinion on the twelfth statement, i.e., 'the staff in the departments exchange accurate information with others to solve a problem together in the organization', and the data reveals that the percentage of respondents who have 'strongly agree' and 'slightly agree' to the statement are registered as 37.60 per cent and 28.80 per cent among TCM employees. Almost the same trends are observed from the data relating to the respondents of SSP where in 32.80 per cent have 'strongly agreed' and 23.20 per cent have 'slightly agreed' to the statement. Together these respondents who have 'slightly' and 'strongly' agreed consist more than 66.40 per cent of the total respondents and it implies that majority of employees have a positive perception towards solving a problem together by exchanging accurate information.

As per the data recorded against the thirteenth statement, it can be viewed that about the respondents who have 'strongly
agreed' and 'slightly agreed' to the statement are about 31.20 per cent and 22.40 per cent and the same are registered as 39.20 per cent and 25.60 in SSP. It indicated that a good number of employees have a perception that employees should be encouraged fully to develop their skills. However, a considerable number of employees, i.e. about 39.20 per cent in TCM and 30.40 per cent in SSP, have 'slightly' and 'strongly' disagreed to the statement.

The data registered against the statement, i.e. 'supervisors must act independently and assume personal initiative and responsibility for their departments, reveals that about 56.80 per cent of respondents in TCM have a positive perception as they could 'slightly' and 'strongly' agree to the statement and the same are representing about 51.20 per cent in SSP. The respondents who either neutral or slightly and strongly disagreed to the statement are together representing 42.60 per cent in TCM and 48.20 per cent in SSP. Relatively, the people who find positive organizational climate are more in number in SSP, a private organization.

The respondents' opinion about the 'status of involving the employees in decision-making process, is aggregated in the form of a data and presented against the statement. The data reveals that
the respondents who have ‘strongly’ and ‘slightly’ agreed to the statement are about 33.60 per cent and 21.60 per cent in TCM are same registered as 28.80 per cent and 32.80 per cent in SSP. The respondents who have neutral or expressed no opinion on the statement are 5.60 per cent in TCM and 3.20 per cent in SSP. The percentages of respondents who have disagreed slightly and strongly are equal in both the organizations. It can be interpreted that there is a strong perception among the employees regarding participative decision-making which leads to better implementation of cooperative ideas in the organization.

The respondents’ perception on the organization conflict is presented against the sixteenth statement, the registered data reveals that 23.30 per cent respondents were ‘slightly agreed’ and 28.80 per cent were ‘slightly disagreed’ to the statement in TCM. The respondents ‘strongly agreed’ and ‘strongly disagreed’ are about 26.40 per cent and 15.20 per cent respectively. Whereas, in SSP, the respondents who ‘slightly agreed’ to the statement are more in number representing 29.60 per cent. The respondents who have ‘strongly agreed’ and ‘strongly disagreed’ to the statement are representing as 22.40 per cent and 18.40 per cent. The number of
respondents who stood 'neutral'/with no opinion is also significant in both the organizations.

While summing up the chapter, it can be interpreted that the respondents of TCM (a public sector organization) have a positive perception on the statements relating to the aspects of maintaining peace and cooperation, authentic interpersonal relationships, openness, trust, risk-taking and feeling of integrity, solving a problem together, etc,. The same trend is observed in the responses made by the SSP (a private sector organization) employees. The respondents have a negative perception on the statements relating to aspects of designing of training programmes, role ambiguity, role incompatibility, competitive pressures, shrinking and allocation of resources etc,. The employees of both the organizations have a perception that management has to take necessary steps to decrease the incidence rate of violence by well designed training programmes.

Coefficient of correlation is computed to find out the relationship between the organization climate variable (x values) and conflict handling variables (y values) which are represented through the statements presented in Table 6.1. From the average score mentioned against the statement of organization climate and
conflict handling, the coefficient of correlation (r) is calculated as 0.76 in TCM, (a public sector organization) and 0.45 in SSP, (a private sector organization). On the above basis, it can be interpreted that there is a strong, marked positive relationship between the organization climate and conflict handling in TCM, a public sector organization. A moderate relationship between organization climate and conflict handling is observed in SSP, a private sector organization.