Chapter – IV

DATA ANALYSIS

&

HYPOTHESIS TESTING
Chapter – IV
DATA ANALYSIS AND HYPOTHESIS TESTING

The researcher was aware about the steps to be followed after the data required for arriving the findings of the study and validating the Hypothesis of the study.

Survey method was adapted for the study coupled questionnaire as a tool for collecting data. There were 221 respondents who participated in the survey. The questions in the questionnaire had used appropriate scaling techniques, were imported and statistical tests were predefined to validate the static hypothesis.

The next logical step that followed the data collection was editing and coding of the responses filled by the respondents.

Each response of the respondent was necessarily verified to check the consistency of data and watched out for any omissions on the part of the respondents. Wherever required the data was edited.

While coding the data, unique numeric value was assigned to end of the variable and checked for its consistency. After the preliminary steps, data was analyzed. Wherever appropriate date was represented in tabular graphic form, descriptive statistics, mean, media mode was used in appropriate cases for validating hypothesis.

The statistical tests are described in the chapter heading - Data Analysis and Hypothesis testing. The details of analysis of data and testing/validation which were performed are elaborated therein.

The data was analyzed using SPSS for windows version 15.
4.1 Organizational Analysis of Conflict Management Styles of Respondents:

4.1.1: Mfg.1:

![Figure: 4.1]

Figure 4.1 shows the distribution of conflict management styles of the respondents for Mfg.1, Mumbai which is a finding from Section ‘C’ of the questionnaire based on Thomas Kilmann Tool methodology.

Mfg.1 is a market leader in the construction space in India for well over two decades. Mfg.1 has been a pioneer in introducing light weight interior construction practices in the Indian construction industry and is foremost in the minds of customers when they think of ceiling, drywall partition and gypsum plaster. 3 world class manufacturing units at Jind (near Delhi), Wada (near Mumbai) and Bengaluru.

Based on the findings from the Section ‘A’ & ‘B’ of the questionnaire following were the observations –
- **Indication of Conflicts:**
  - 85% of respondents are of opinion that disagreement on Management decision is not a regular feature of their organization.

- **Open Culture/Freedom of Expression:**
  - Organization demonstrates a healthy culture of encouraging employee feedback about organization policies and decisions and also use of the procedures.
  - People feel secure enough to vent the grievances. 100% of respondents are of opinion that disagreements are viewed as an integral part of the process.
  - Also 80% of respondents feel that in official meetings they can discuss ideas freely.
  - 80% of respondents also mention that raising an issue is not an obstacle in performance appraisal.
  - 100% respondents feel that they are comfortable in expressing their views in management meetings.

- **Involvement in decision:**
  - 100% respondents feel that major business issues are based on discussion done with Top level management.
  - Brainstorming is used as a tool in resolving the issues.

- **Positive Outcome of Conflicts:**
  - 100% respondents are of opinion that conflicts have resulted into innovation and constructive change.

- **Conflict Resolution Process:**
  - As there is no official procedure to resolve conflicts, also no conflict handling procedures.
• Top Management give fair hearing to people and listen to the dispute of the people.

➢ Conclusion:

• It can be analyzed from the graph that there is mix of various dominant conflict management styles of the respondents in the organization. When clubbed together it is observed that respondents tend to move from Avoiding mode or Compromising conflict management style to collaborative approach of conflicts management, which can be because of the approach of conflicts as to view conflict as a integral part of the process.

• Management also encourages the employee in expressing their view in management meeting and raising issue doesn’t impact on employee growth.

• Participative approach of management helps to resolve in innovation & constructive changes. These factors compel the employee to have more collaborative/competitive.

4.1.2: Mfg.2:

![Figure 4.2](image-url)
Figure 4.2 shows the distribution of conflict management styles of the respondents for Mfg.2, Mumbai which is a finding from Section ‘C’ of the questionnaire based on Thomas Kilmann Tool methodology.

Mfg.2, part of a Rs. 15,000 crore Enterprise, is an integrated pharmaceutical company operating in the domestic and international markets in the Branded Formulations, Global Generics, Synthetic and Fermentation APIs space. The company is a research based, pharmaceutical company, producing a wide range of quality, affordable medicines. With manufacturing facilities located in Ankleshwar, Gujarat and Navi Mumbai, Maharashtra.

Based on the findings from the Section ‘A’ & ‘B’ of the questionnaire following were the observations –

➢ **Indication of Conflicts:**

  • 100% of respondents are of the opinion that Management approach to handle the issues is one of the key causes of conflicts or disagreements.

➢ **Open Culture/Freedom of Expression:**

  • 100% respondents don’t feel secure to vent their grievances.
  • 80% respondents feel that Management makes Politically correct Statement.

➢ **Employee Dissatisfaction:**

  • A strong dissatisfaction shown by 100% of respondents to spell their thoughts or beliefs, when pressurized
  • 75% respondents feel that there is dissatisfaction on the decisions taken by Management.
Conclusion:

The dominant Style pattern observed in the Organization is Competing/Avoiding. However, based on the situation and low resistance to change from Dominant to Secondary Characteristics of respondents, it is observed that people tend to get into Avoiding style of conflict resolution. This can be because of lack of attributes indicating to like open culture, freedom of expression and Management Political approach in dealing with situation.

4.1.3: Mfg.3:

Figure 4.3 shows the distribution of conflict management styles of the respondents for Mfg.3, Pune which is a finding from Section ‘C’ of the questionnaire based on Thomas Kilmann Tool methodology.

Mfg.3 is a leader in Process Efficiency and Energy Conservation over the last 50 years. Mfg.3 has been building steam engineering and control instrumentation solutions that work for process industry. Their goal is to provide solutions in Energy, Efficiency and Process Automation, using the best technology the world has to offer.
Based on the findings from the Section ‘A’ & ‘B’ of the questionnaire following were the observations –

➢ **Indication of Conflicts:**

- 100% of respondents agree that the conflicts are on the matter of personal issues or values.
- 70% respondents agree that disagreements are due to approach of Management to handle the issues.

➢ **Open Culture/Freedom of Expression:**

- 100% of respondents dislike arguments at work place.
- 80% of respondents feel that top management make politically correct statements and do not express their real feelings.

➢ **Employee Dissatisfaction:**

- 60% of respondents feel that disagreements are due to decisions taken by Management.

➢ **Involvement in decision:**

- 100% of respondents feel that Organization prefer to hire external consultants to manage business strategy and long term planning is done by top management without any discussion with the 1st level managers.

➢ **Conclusion:**

- Lack of attributes like Open culture and involvement in decision making and symptoms of conflicts and employee dissatisfaction level, pushes the top Managers to exercise the Avoiding mode as the conflict resolution style.
4.1.4: Mfg.4:

Figure 4.4 shows the distribution of conflict management styles of the respondents for Mfg.4, Pune, which is a finding from Section ‘C’ of the questionnaire, based on Thomas Kilmann Tool / methodology.

Mfg.4 is an ISO 9001: 2008 certified Indian company with global presence and diversified business portfolio in Projects, Products and High-tech Manufacturing. Carrying more than 100 years of Engineering Excellence legacy, it has a strong engineering, project management and manufacturing infrastructure to undertake projects and supply of machinery and equipments, in the fields of Nuclear Power, Aerospace, Missile, Defense, Oil & Gas, and Steam generation plants, Independent power projects, Turnkey Cement plants, Mineral Processing, Bulk Material handling and Turnkey Sugar plants.

Based on the findings from the Section ‘A’ & ‘B’ of the questionnaire following were the observations –

- **Open Culture/Freedom of Expression:**
  
  - 80% of respondents don’t feel secure to vent their grievances.
80 % of respondents feel conflicts or debates with the Top Management become an issue in performance appraisal.

100% of respondents feel that Management makes politically correct statements.

**Employee Dissatisfaction:**

- 85 % respondents feel that there is dissatisfaction on the decisions taken by Management.

**Involvement in decision:**

- 80% of respondents are of opinion that Organization prefers external consultant for managing the Business Strategy.
- 80 % of respondents feel that Board of Directors take decision without consulting the Top Management.

**Conclusion:**

- The dominant characteristic appears to be a mix of all the styles, however, with a slight orientation towards the Collaborative style, as is evident from the graph. This is good indicator and needs to be further encouraged in the organization.

- The secondary dominant style, however, is showing a more specific orientation towards Avoiding style. This could be because of certain organizational conditions at work place which are not very favorable, as evident in the responses for Open Culture/Freedom of Expression & Involvement in decision making.

- Although dominant style of organizational first level is deliberately collaborative style. But lack of attributes like open culture / freedom of expression, involvement in decision making, compel the organization to use Avoiding as a conflict resolution style.
4.1.5: Mfg.5:

Figure: 4.5

Figure 4.5 shows the distribution of conflict management styles of the respondents for Mfg.5, Pune which is a finding from Section ‘C’ of the questionnaire based on Thomas Kilmann Tool methodology.

Mfg.5., Pune, established in 1996, is an associate company of a Corporation based at North Carolina, USA. It has modern manufacturing units located at Chakan, Pune. The factory, spread over the area 16 acre, has a built up area of 3, 76,418 Sq. ft.

The Company is engaged in manufacturing of Electrical Fittings under the status of 100% EOU. The basic raw material required for such products are Aluminium, Zinc, and Aluminium Bronze etc.

The present Group Turnover is of approx Rs. 300 Crores (approx. USD 60 Million) & is driven by an Employee Strength of 1200.

Based on the findings from the Section ‘A’ & ‘B’ of the questionnaire following were the observations –
Indication of Conflicts:

- 83% respondents agree that disagreement is a regular feature when management takes decisions on any issue.
- 67% respondents agree that disagreement is due to approach of Management to handle the issues.

Conflict Resolution Process:

- 67% respondents agree that there is official procedure to resolve conflicts. There is no handbook for handling the conflicts.
- 100% respondents agree that top managers are encouraged to resolve dispute mutually and they get a fair hearing.
- 67% respondents feel that when in conflict situation, they try to solve amicably by being extra nice to him or her.

Open Culture/Freedom of Expression:

- 100% respondents feel that feedback about organization is being encouraged.
- 100% respondents feel that top Management /Directors are open to discuss or consider any change in working strategy.
- 87% respondents agree that organizational culture looks at disagreements as an integral part of process of change.
- 100% respondents feel that in conflict situation they feel free to express their thought, no matter who is involved.

Involvement in decision:

- 100% respondents feel that conflicts on business issues are solved by brainstorming and with the involvement of all top level Managers.
Positive Outcome:

- 100% respondents agree that conflicts have resulted into new innovation, improvement.

Conclusion:

- On the basis of Thomas Kilmman Conflict tool it is seen that respondents tend to have a mix of conflict management/handling style. However, it is noticeable that people tend to move into Avoiding state of conflict management. This can be because of the approach of management to handle issues & regular disagreement on decision taken by management.
- The positive aspects are also observed in terms of free hearing & employees involvement while formulating the strategy. Management also considers brainstorming sessions, which result in constructive changes & creates a culture of people involvement, new innovation & improving existing process.

4.1.6: Mfg.6:

![Figure 4.6]
Figure 4.7 shows the distribution of conflict management styles of the respondents for Mfg.6, Pune which is a finding from Section ‘C’ of the questionnaire based on Thomas Kilmann Tool methodology.

Mfg.6 established in 1960, has leading positions in Compressor Technique, Industrial Technique, Mining and Rock Excavation Technique, Construction Technique, to related aftermarket and rental.

With state-of-the-art manufacturing facilities today at Pune, Nashik and Hyderabad, the company has a national presence with over 2 500 highly skilled employees in 22 offices across India. Manufacturing plants in Pune and Nasik are ISO 9001 and ISO 14001 certified.

Based on the findings from the Section ‘A’ & ‘B’ of the questionnaire following were the observations –

- **Open Culture/Freedom of Expression:**
  - A clear feedback is received from all the respondents that in meetings top management makes political statements.
  - Organization reflects sad performance in this parameter as 100% respondents are of the opinion that raising an issue is viewed as hindrance in performance evaluation. Arguments are strongly disliked by all the respondents at work place.

- **Positive outcome of the conflict:**
  - 100 percent of the respondents are of the opinion that organization views conflicts as innovation and constructive change oriented.

- **Employee Dissatisfaction:**
  - 100 percent of respondents feel annoyed when someone pressurizes to speak about their values and beliefs.
Involvement in decision:

- 100% respondents feel that management take feedback of market realities but maintain status Quo.
- 100% respondents feel that Brainstorming sessions are conducted to resolve issues.
- 100% respondents feel organization prefer to appoint external consultant to manage business strategy.

Conclusion:

- Analyzing the conflict management style of respondents, it was observed that most of respondents tend to have Accommodating style of conflict management. This style is generally used to create goodwill, keep peace and harmonious relationship at workplace.
- However, when we analyzed the secondary dominant characteristics, all respondents tend to apply Competing/collaborative approach, which exhibits the positive approach in the organization. The respondents highlighted and realized the fact that their organization conducts training related to team building, leadership development, communication skill etc. This has created an environment in the organisation for employees to feel more confident and thereby move to Competing/collaborative approach.
- This helps the management to encourage and create an overall approach of the 1st level managers, to work and achieve a win-win situation, & create leaderships that has situational approach.
- Brainstorming is also conducted in organization which results in constructive changes & creates a culture of people involvement, new innovation & improving existing process.
4.1.7: Mfg.7:

Figure 4.7 shows the distribution of conflict management styles of the respondents for Mfg.7, Pune which is a finding from Section ‘C’ of the questionnaire based on Thomas Kilmann Tool methodology.

Mfg.7 is an internationally recognized leader in the design and development of internal combustion engines, conventional, electric, and alternative vehicle drive systems, energy technology, and a major supplier of advanced testing and instrumentation products and services to some of the world's largest power train OEMs. Today the company employs a staff of over 2,500 highly skilled research and development specialists on several continents.

Based on the findings from the Section ‘A’ & ‘B’ of the questionnaire following were the observations –

- Positive outcome of the conflict:
  - 100 % employees are of an opinion that conflicts result in new innovation and constructive change in organization.
➢ **Conflict Resolution Process:**

- 100% respondents are denoting the fact that there is no organizational procedure on conflict resolution.
- Also it is a common accepted norm in that giving an indication of disagreement is a symptom if immature / weak professional in an organization.

➢ **Conclusion:**

- As there are no Conflict resolution process and procedures to resolve conflicts, it might be the reason for the tendency of the people to move to Compromising style of conflict management.
- It is observed that a few respondents may get into Accommodating style, so as to keep good will, peace and might stay away from the desired collaborative style of conflict management.

### 4.1.8: Mfg.8:

![Figure: 4.8](image)

Figure 4.8 shows the distribution of conflict management styles of the respondents for Mfg.8, Pune which is a finding from Section ‘C’ of the questionnaire based on Thomas Kilmann Tool methodology.
Mfg.8, promoted by the Tata Group, provides products and services in the automotive industry to Indian and global customers, including Ashok Leyland, BMW India, Mercedes-Benz India, Fiat, Force Motors, Ford India, General Motors India, Hero Honda, Hindustan Motors, Honda Scooters, International Tractors John Deere India, Mahindra and Mahindra, Mahindra Renault, Man Force Trucks, New Holland.

It is one of India's leading automotive components conglomerate, with Group Sales in excess of Rs.5200 crores (FY 2011-2012), and with over 9000 employees at group level.

Based on the findings from the Section ‘A’ & ‘B’ of the questionnaire following were the observations –

- **Indication of Conflict:**
  - 80% of respondents are of opinion that conflicts are more on the approach of management to handle issues.

- **Open Culture/Freedom of Expression:**
  - All the respondents are of the opinion that top management are open to discuss changes in working strategy.

- **Conflict resolution Process:**
  - 100% respondents are of opinion that top managers are encouraged to resolve their disputes by free discussion.
  - Also respondents agree that a person with grievance is given fair hearing by the top management.

- **Conclusion:**
  - For the majority of respondents, it is observed that dominating style of conflict management is Competing / Collaborating, which benefits the organization.
- It is observed that the secondary dominating style is equally predominant in Competing, Compromising and Accommodating styles. This variation could be due to the situational approach adopted by the respondents in managing issues at work.

- From the management point of view it is seen that, management encourages employee to resolve disputes by free discussion and grievance is given a fair hearing.

- Majority of the respondents agree to the point and are of the opinion that conflict is more on approach to handle issues, which is because of their own dominant style of conflict management, which is the Competing style.

**4.1.9: Mfg.9:**

![Graph showing distribution of conflict management styles for Mfg.9, Pune.]

**Figure: 4.9**

Figure 4.9 shows the distribution of conflict management styles of the respondents for Mfg.9, Pune which is a finding from Section ‘C’ of the questionnaire based on Thomas Kilmann Tool methodology.

Since 1932, Mfg.9 has continuously developed product and process innovations for the foundry industry. These include exothermic and insulating feeding systems, filtration of liquid alloys, direct pour technology, solidification simulation software, non ferrous
metal treatment and degassing systems, metal stream inoculation, electrostatic coatings, environmentally friendly binders and insulating ladle lining systems.

Based on the findings from the Section ‘A’ & ‘B’ of the questionnaire following were the observations –

- **Indication of Conflict**:
  
  - Approximately 65% of respondents are of opinion that conflicts are more on the approach of management to handle issues.

- **Open Culture/Freedom of Expression**:
  
  - All the respondents are of the opinion that top management are open to discuss changes in working strategy.

- **Conflict resolution Process**:
  
  - 65% respondents are of opinion that top managers are encouraged to resolve their disputes by free discussion.
  - Also respondents agree that a person with grievance is given fair hearing by the top management.

- **Positive outcome of conflict**:
  
  - 100% of respondents are of the opinion that conflicts results in to innovation and a constructive changes / improvements.

- **Conclusion**:
  
  - While analyzing the Conflict management style in this organization a mixed approach for Conflict management style is observed. There is nothing significant that can be interpreted from the data.
The approach of respondents towards the organization and management seem to be positive & generally is conducive to people involvement which facilitates innovation & constructive changes.

The management seems to have an open culture and there appears to be no major conflict and those also are expected to be resolved amongst the employees itself.

**4.1.10: Mfg.10:**

![Figure 4.10](image)

Figure 4.10 shows the distribution of conflict management styles of the respondents for Mfg.10, Pune which is a finding from Section ‘C’ of the questionnaire based on Thomas Kilmann Tool methodology.

Mfg.10’s parent company was started in the early 60's to manufacture automobile wheels. Today, the Company has grown as a leading manufacturer of steel wheels for passenger cars, utility vehicles, trucks, buses, agricultural tractors and construction equipment in India. The company supplies 2/3rd of the domestic market requirement and exports 18% of the turnover to North America, Europe, Asia Pacific and South Africa.

Based on the findings from the Section ‘A’ & ‘B’ of the questionnaire following were the observations –
➢ **Involvement in Decisions:**

- 65% of respondents are of opinion that Strategies and planning is not done without discussing with 1st level Executives of the company by the top management.
- They are also of the opinion that the Board of Directors as well, do not make any changes without discussing to top management on the external consultations.
- This organization does not prefer external consultant to manage business strategy.

➢ **Open Culture/Freedom of Expression:**

- 100% of respondents are of the say that people feel secure enough to vent their grievances.
- 70% respondents are of opinion that people are not rewarded or encouraged for accepting manager’s decision.

➢ **Employee Dissatisfaction:**

- 70% of employees are of opinion that disagreements in the organizations are not on matters relating to the decisions taken by management.

➢ **Conclusion :**

- When analyzed, we see a mix of conflict management style of respondents.
- Noticeable aspects of management, was that the management did not prefer hiring the services of external consultant to mange business strategy. It can be an indication that the management has full confidence in the skills and competence of their employees thereby; the need to hire services from external experts is not felt by the management.
- There exists an open culture and employees are given freedom of expression to express real feelings, but is surprising to note that inspite of this, the respondents are really not happy on management style regarding.
Figure 4.11 shows the distribution of conflict management styles of the respondents for Mfg.11, Pune which is a finding from Section ‘C’ of the questionnaire based on Thomas Kilmann Tool methodology.

Mfg.11 is a diversified power management company providing energy-efficient solutions that help our customers effectively manage electrical, hydraulic and mechanical power. The company is a global technology leader in electrical products, systems and services for power quality, distribution and control, power transmission, lighting and wiring products; hydraulics components, systems and services for industrial and mobile equipment; aerospace fuel, hydraulic and pneumatic systems for commercial and military use; and truck and automotive drive train and power train systems for performance, fuel economy and safety.

Based on the findings from the Section ‘A’ & ‘B’ of the questionnaire following were the observations –

- **Indication of Conflict**: 83% of respondents are of opinion that conflicts are more on the approach of management to handle issues
- **Open Culture/Freedom of Expression:**
  - 100% respondents feel that feedback about organization policies/decision are encouraged.
  - 100% the respondents are of the opinion that top management are open to discuss changes in working strategy. Also in official meetings ideas can be discussed freely.
  - 100% respondents feel that organization culture looks at disagreements as an integral part of process for change.

- **Conflict resolution Process:**
  - 86% of respondents feel that there are official procedures to resolve conflicts, but 80% respondents responded that there is no handbook for handling conflict resolution.
  - 100 % respondents are of opinion that top managers are encouraged to resolve their disputes by free discussion.
  - Also 86% respondents agree that a person with grievance is given fair hearing by the top management.

- **Involvement in decision:**
  - 100% of respondents feel that decisions on major business issues are based on discussions with all the top level Managers.
  - 100% of respondents feel that brain storming sessions are held to resolve issue.

- **Positive outcome of conflict :**
  - 100 % of respondents are of the opinion that conflicts results in to innovation and a constructive changes / improvements.
Conclusion:

- We see a mix of approach towards conflict management style of an individual. However, it is noticeable that respondents feel that there exists an open culture in the organization & also the employees can express their true feelings.
- It is also evident that management encourages employee participation while making decisions, thereby gaining the acceptance of the employees to the decisions taken. This also leads to positive outcome of conflicts which arise due to any decisions taken by management.
- These are positive factors and will help & benefit the organization in terms of growth & development of organization.

4.1.12: Mfg.12:

Figure 4.12 shows the distribution of conflict management styles of the respondents for Mfg.12, Pune which is a finding from Section ‘C’ of the questionnaire based on Thomas Kilmann Tool methodology.

Mfg.12 is the largest ductile iron non-captive foundry at a single location with 70,000-ton capacity spread over 3 Plants. Started as a joint venture in 1997, it became a part of an
Indian Group in 2007. The foundry is strategically located on the Pune-Mumbai expressway and is easily accessible from the Mumbai and Pune international airports.

Based on the findings from the Section ‘A’ & ‘B’ of the questionnaire following were the observations –

- **Indication of Conflict:**
  - 80% of respondents are of opinion that conflicts are more on the approach of management to handle issues.
  - 60% of respondents are of opinion that disagreement or conflicts occur on matter related to decision taken by Management and also on personal issues/values interpersonal issues.

- **Open Culture/Freedom of Expression:**
  - 60% respondents feel that feedback about organization policies/decision is not encouraged and also they don’t feel to vent their grievances.
  - 100% respondents feel that there are no procedures available for conflict resolution.
  - 100% the respondents are of the opinion that top management are open to discuss changes in business/working strategy.
  - 80% of respondents feel that in official meetings ideas can be discussed freely.
  - 80% respondents feel that organization culture looks at disagreements as an integral part of process for change.
  - 100% respondents indicated that in conflict situations, they feel comfortable in expressing their thoughts openly and freely, no matter others are involved.

- **Conflict resolution Process:**
  - 100 % of respondents feel that there are no official procedures to resolve conflicts, also there are a handbook for handling conflicts.
• 100% respondents are of opinion that top managers are encouraged to resolve their disputes by free discussion.
• Also 80% respondents agree that a person with grievance is given fair hearing by the top management.

➢ Involvement in decision:

• 100% of respondents feel that decision on major business issues are taken based on discussions with all top level Managers.

➢ Positive outcome of conflict:

• 80% of respondents are of the opinion that conflicts results into constructive changes / improvements.

➢ Conclusion:

• The dominant & secondary characteristics of the respondents in this organization, is accommodative. This can be because of lack of procedures or guidelines to resolve the conflicts, thereby making the employees feel unsure of how to manage the conflicts or grievances. It was also observed that there is neither an official procedure nor handbook to deal with the grievances of individuals in a structured manner.
• However, some employees were also positive with their responses about expressing their grievances & approach of management to look at disagreements as a process for a change.
• It was also felt that top management encourages disputes to be resolved by a free discussion. This open culture & approach of management leads respondents to behave in an Accommodating manner.
• It is suggested that management should have Conflict Management Resolution Process methodology, which may consist of conflict resolution handbook, official procedure to resolve conflicts, in order to have collaborative approach in organization.
4.1.13: Mfg.13:

Figure 4.13 shows the distribution of conflict management styles of the respondents for Mfg.13, Pune which is a finding from Section ‘C’ of the questionnaire based on Thomas Kilmann Tool methodology.

Mfg.13 is a leading independent designer and manufacturer of driver control systems, seating control systems, safety hardware, structural body systems, exterior trim and integrated glass systems, with a presence on more than 300 models worldwide, The Company markets automotive products to every original equipment manufacturer (OEM) in the America's.

Based on the findings from the Section ‘A’ & ‘B’ of the questionnaire following were the observations –

- **Indication of Conflict:**

  - 60% of respondents are of an opinion that conflicts are on matters relating to decisions taken by management.
80% of the respondents agree that the conflicts in the organization are more on personal values and interpersonal issues.

**Open Culture/Freedom of Expression:**

- 80% of respondents have said that conflicts or functional debates with top management can become an issue during performance appraisal.
- Organization follows a culture which encourages Avoiding conflicts and accepting managers decision.

**Involvement in decision:**

- 60% of the respondents are of an opinion that their organization will prefer to appoint an external consultant to manage the business strategy.
- 80% respondents feel that long term planning is done by top management without discussing with 1st level executives of the organization.
- 60% of respondents are of opinion that Board of Directors make the suitable changes as per the recommendations given by consultants without discussing it with top management or employees who are involved in the issues.

**Conclusion:**

- We see a mix of dominant conflict management style of respondents. If clubbed together, it is observed that people tend to incline more towards the Avoiding Compromising style of conflict management. This can be because of approach of organization in terms of involvement of employee in strategic decision making & approach of management to handle issues & employee concerned on issues like open culture/freedom of expression.
- It is advisable that management should note the aspects for organizational improvement & work towards making the work environment more collaborative approach oriented.
4.1.14: Mfg.14:

Figure 4.14 shows the distribution of conflict management styles of the respondents for Mfg.14, Pune which is a finding from Section ‘C’ of the questionnaire based on Thomas Kilmann Tool methodology.

Mfg.14 is a wholly owned subsidiary of a large automobile group, a pioneer in providing turnkey manufacturing solutions, right from concept to commissioning. For more than 40 years, the Company has designed and built machine tools, material handling systems, test rigs, painting systems, assembly & process lines, robotic welding solutions, fixtures & tooling, fluid power solutions for a wide range of industrial applications and integrated them to deliver complete manufacturing solutions.

Based on the findings from the Section ‘A’ & ‘B’ of the questionnaire following were the observations –

- **Open Culture/Freedom of Expression:**
  
  - 100% respondents feel that feedback about organisation policies/decision is encouraged, and also they feel comfortable to vent their grievances.
  - 100% respondents feel that there are no procedures available for conflict resolution.
• 100% the respondents are of the opinion that top management are open to discuss changes in working strategy. In official meetings ideas can be discussed freely.
• 100% respondents indicated that in conflict situation, they feel comfortable in expressing their thoughts no matter others are involved.
• 71% respondents feel they encouraged for Avoiding the conflicts /rewarded for accepting Managers decision.
• 100% respondents feel that in conflict situation they feel comfortable in expressing their thoughts, no matter who are involved.

➢ Conflict resolution Process :

• 100% of respondents feel that there are no official procedure to resolve conflicts.
• 71% respondents feel that there is no handbook for managing and handling conflict resolution.
• 86% respondents are of opinion that top managers are encouraged to resolve their disputes by free discussion.
• 100% respondents agree that a person with grievance is given fair hearing by the top management.

➢ Involvement in decision:

• 100% respondents feel that Management take feedback of Market realities but maintain Status Quo.
• 100% of respondents feel that decisions on major business issues are based on discussions with all top level Managers. Brain storming sessions are held for resolving the issues.

➢ Positive outcome of conflict :

• 100% of respondents are of the opinion that conflicts results in new innovation, constructive changes / improvements and Avoiding redundancy & introduction to new products as predicated for future.
**Conclusion:**

- The dominant characteristics trend observed in this organization is Compromising. People tend to have an accommodative approach as a secondary dominant characteristic.
- It is suggested that management should focus on managerial development in terms of team building, leadership & decision making.
- The positive aspect of the organization is open culture and freedom of expression. It was observed that employees believe in management and there is 100% of involvement in decision making which often facilitates and results in positive outcome of conflicts in terms of innovation & constructive changes.
- Respondents were of the opinion that there is no official procedure to resolve conflicts & organization should have handbook for conflicts resolution. This can be the probably reason of people tending to move to the Accommodating style of conflict management.
- The fact that Management takes feedback on market realities, but maintains status quo, is an indication of a slow decision making process within the organisation. This perception of the employees is a factor that could discourage them from giving feedback in future. Hence, managements should have an open forum of communication that will address such perception.

**4.1.15: Mfg.15:**

![Figure 4.15](image-url)

*Figure: 4.15*
Figure 4.15 shows the distribution of conflict management styles of the respondents for Mfg.15, NCR which is a finding from Section ‘C’ of the questionnaire based on Thomas Kilmann Tool methodology.

Mfg.15 established in 1985, is the group’s flagship company, and the largest manufacturer of steering systems in India, catering to passenger cars, utility vehicles and light commercial vehicles. It has technical and financial collaboration with a Japanese Corporation, and is the largest producer of passenger vehicles' steering systems in the world.

Based on the findings from the Section ‘A’ & ‘B’ of the questionnaire following were the observations –

- **Open Culture/Freedom of Expression:**
  - 100% respondents feel that feedback about organization policies/decision is encouraged.
  - 80% respondents feel that there are no procedures available for conflict resolution.
  - 100% the respondents are of the opinion that top management are open to discuss changes in working strategy.
  - 80% respondents feel that in official meetings ideas can be discussed freely.
  - 100% respondents feel that in conflict situation respondents feel comfortable in expressing their thought no matter others are involved.
  - 86% of respondents feel that Top Managers make Politically correct statement and don’t express real feelings.
  - 100% respondents feel that in conflict situation they feel comfortable in expressing their thoughts no matter who others are involved.

- **Conflict resolution Process :**
  - 100 % respondents feel that there are no handbooks for handling conflict resolution.
• 80% respondents are of opinion that top managers are encouraged to resolve their disputes by free discussion and also a person with grievance is given fair hearing by the top management.

➢ Involvement in decisions:

• 100% of respondents feel that decisions on major business issues are based on discussion with all top level Managers. Also, Brain storming sessions are held for resolving the issues.

➢ Positive outcome of conflict:

• 100% of respondents are of the opinion that conflicts results in new innovation, constructive changes / improvements and Avoiding redundancy & introduction to new products as predicted for future.

➢ Conclusion:

• Out of the total respondents for the study the dominant characteristic Compromising was found to be more predominant. However, the people tend to move into Avoiding state of conflict management which might be because of lack of open culture, in terms of sharing their grievances, no procedure to resolve conflicts & top management making politically correct statement.

• It is also noted that people tend to get into collaborative mode since they are given opportunity to discuss their ideas freely.
4.1.16: Mfg.16:

![Bar chart showing distribution of conflict management styles for Mfg.16, Pune.]

**Figure: 4.16**

Figure 4.16 shows the distribution of conflict management styles of the respondents for Mfg.16, Pune which is a finding from Section ‘C’ of the questionnaire based on Thomas Kilmann Tool methodology.

Mfg.16 is one of the world’s largest manufacturers of reciprocating compressors. The company is recognized as the only compressor manufacturer of a complete range of Laby (labyrinth piston), Process Gas, Hyper and Laby -GI (fuel gas) Compressors. The compressors are engineered and manufactured in the company's own works in Winterthur, Switzerland, and Pune, India (in accordance with ISO 9001:2008 standards).

The Company's global sales and service network consists of 14 subsidiaries and over 42 representatives.

Based on the findings from the Section ‘A’ & ‘B’ of the questionnaire following were the observations –

- **Indication of Conflict:**
  - 67% of respondents are of an opinion that conflicts are on the matters relating to decisions taken by management.
67% of the respondents agree that the conflicts in the organization are more on personal values and interpersonal issues.

**Conflict Resolution Process:**

- 83% of respondents feel that there are no official procedures to resolve the conflict.
- There is no handbook detailing the conflict handling procedure.
- 83% respondents feel that Top managers are encouraged to resolve dispute by free discussion and also a person is given a fair hearing.

**Open Culture /freedom of expression:**

- 83% respondents feel that feedback about Organization Policies/decision is encouraged.
- But 83% respondents feel that no procedures are available for conflict resolution.
- 67% of respondents feel that they are secure enough to vent their grievances.
- 83% the respondents are of the opinion that top managers/Directors are open to discuss changes in working strategy.
- 83% respondents feel that in official meetings ideas can be discussed freely.
- 67% respondents feel that in conflict situation respondents feel comfortable in expressing their thoughts, no matter others are involved.
- 83% of respondents feel that top Managers make politically correct statements and don’t express their real feelings.

**Involvement in Decision:**

- 100% of respondents feel that decision on major business issues are based on discussion with all Top Level Managers.
- 83% respondents feel that Brain storming sessions are held in Organization to resolve issues.
Conclusion:

- We see a mix of conflict management styles in the organization. It was observed that most of the respondents were of the opinion that even though there are no official procedures to resolve conflicts, still top Managers are encouraged to resolve disputes by free discussion.
- Organization also encourages involvement in decision making & most of the respondents feel that there is involvement in decision making for which brainstorming sessions are held in the organization.

4.1.17: Mfg.17:

Figure 4.17 shows the distribution of conflict management styles of the respondents for Mfg.17, Pune which is a finding from Section ‘C’ of the questionnaire based on Thomas Kilmann Tool methodology.

Mfg.17 is the brand name for a range of cut lead glass (‘crystal’) and related luxury products. The company is split into two major industry areas, the business unit that primarily works with luxury items and design crystals and the other business unit that manufactures related tooling and machinery. The Crystal range includes crystal glass sculptures and miniatures, jewelry and couture, home decor, and chandeliers.
Based on the findings from the Section ‘A’ & ‘B’ of the questionnaire following were the observations –

➢ **Conflict Resolution Process:**

- 67% of respondents feel there is official procedure to resolve conflicts but 100 % respondents indicated that there is no handbook detailing the conflict handling procedure.
- 83% respondents feel that Top managers are encouraged to resolve the disputes by a free discussion & also a person is given a fair hearing.
- 67% respondents feel that when they have conflicts with someone they try to resolve by being extra nice to him or her.

➢ **Open Culture/Freedom of Expression:**

- 100% of respondents feel that top Management is open to discuss /consider any change in working strategy.
- 100% respondents are of the opinion that raising an issue is viewed as hindrance in performance evaluation.
- 83% respondents gave feedback that in meetings, top management makes political statements.

➢ **Positive outcome of the conflict:**

- 100 percent of the respondents are of the opinion that organization views conflicts as innovation and constructive change oriented.

➢ **Employee Dissatisfaction :**

- 100 percent of respondents feel annoyed when someone pressurizes them to speak about their values and beliefs.
**Conclusion:**

- Majority of respondents have their dominant & secondary dominant characteristic as Accommodating or Avoiding.
- Even when top management is open for discussion, there is a feeling of threat that management tries to be extra nice & hence, wending their grievances & raising issues could become a hindrance in performances evaluation.

### 4.1.18: Mfg.18:

![Diagram](image)

**Figure: 4.18**

Figure 4.18 shows the distribution of conflict management styles of the respondents for Mfg.18, Pune which is a finding from Section ‘C’ of the questionnaire based on Thomas Kilmann Tool methodology.

Mfg.18 is a leader in technology during five decades, is very well positioned to provide components for new macroeconomic growth drivers such as connectivity, mobility, and sustainability. Through its R&D, process engineering, and product marketing programs, it generates a steady stream of innovative components to help designers create new generations of end products such as wireless charging systems, tablet and ultra book computers, electric power steering and start/stop systems for automobiles, energy exploration equipment, and wind and solar power systems.
Based on the findings from the Section ‘A’ & ‘B’ of the questionnaire following were the observations –

- **Indication of Conflicts:**
  - 75% of respondents feel that disagreements or conflicts is observed in the organization on matters relating to decision taken by the Management.
  - It is also observed that Conflicts are on Personal issues or values.
  - 100% respondents indicated that there are disagreements on approach of management to handle issues.

- **Employee dissatisfaction:**
  - 75% respondents indicated that they feel annoyed when someone argues with them and also if they are pressurized to talk about their thoughts or belief.
  - 85% respondents feel that there is dissatisfaction due to the decisions taken by Management.

- **Involvement in Decision:**
  - 75% respondents feel that strategies and long term planning is done by the top management without any discussion with 1st level top managers.

- **Conflicts Resolution Process:**
  - 75% respondents feel that there are no official procedures to resolve conflicts.
  - 100% respondents feel that top Managers are encouraged to resolve dispute by free discussion.
  - Majority of respondents also indicated that a person with grievances is given a fair hearing by Top Management.
**Conclusion:**

- Surprising to note that all the respondents have their dominant characteristic conflict management style as Avoiding. This being an inherit characteristic of an individual, it is therefore, not a positive sign in terms of development of organization.
- The respondents are of the opinion that majority conflicts are because of disagreement of management issues. They are also dissatisfied on decision taken by management. Since the dominant characteristic conflict management style of the respondents in this organisation is Avoiding, they feel annoyed when someone argues with them and also if they are pressurized to talk about their thoughts or belief.

**4.1.19: Mfg.19:**

![Figure 4.19](image)

**Figure 4.19**

Figure 4.19 shows the distribution of conflict management styles of the respondents for Mfg.19, Pune which is a finding from Section ‘C’ of the questionnaire based on Thomas Kilmann Tool methodology.

Mfg.19 develops and produces innovative products – always with a focus on safety, the environment and efficiency. As a full-service supplier, it serves virtually every major automotive manufacturer in the world, with customer-oriented solutions from within a
broad range of products and services. It is one of the world’s leading warehouses and processors of steel and stainless steel tubes. It offers a full range of tube products and extensive services for all aspects of tube applications.

Based on the findings from the Section ‘A’ & ‘B’ of the questionnaire following were the observations –

- **Open Culture/freedom of Expression:**
  - 75% of respondents feel that they hate argument or disagreement at work.
  - 75% of respondents feel that in meetings, top Managers make politically correct statements and don’t express real feelings.

- **Involvement in decision:**
  - 80% of respondents feel that strategies and long term planning is done by Top Management without the involvement or discussions with the 1st level managers of Company.

- **Indication of Conflicts:**
  - 100% respondents feel that there is no disagreement on decisions taken by the Management.

- **Conflicts Resolution Process:**
  - 100% respondents feel that there is no official procedure to resolve conflicts and no handbook is available for handling the conflicts.

- **Conclusion:**
  - There is a mix of inherent dominant conflict managements style observed in the respondents. However unfortunately, majority of respondents tend to move into
Avoiding style of conflict management. This can be because they hate arguments or disagreements at work, management don’t express real feeling and make politically correct statement. Hence they are unsure of what the top management thinks on various issues.

4.1.20: Mfg.20:

Figure 4.20

Figure 4.20 shows the distribution of conflict management styles of the respondents for Mfg.20, Pune which is a finding from Section ‘C’ of the questionnaire based on Thomas Kilmann Tool methodology.

Mfg.20, India’s largest manufacturer of construction equipment is a fully owned subsidiary of a UK based corporation. The company offers 21 different machines in seven product types such as Backhoe Loaders, Loading Shovels, Tracked Excavators, Compactors, Telehandlers, Skid Steer Loaders and Pick and Carry Crane.

They have an excellent network of 54 dealers and over 450+ outlets throughout the country, along with a world-class customer service network support. The Company also runs Operator Training School with over 15000 operators trained till date.

Based on the findings from the Section ‘A’ & ‘B’ of the questionnaire following were the observations –
➤ **Indication of Conflicts:**

- 80% respondents feel that Conflicts are on Personal issues or values
- 60% respondents feel that disagreements on approach of management to handle issues.

➤ **Employee dissatisfaction:**

- 80% respondents indicated that they feel annoyed when someone argues with them and also feel pressured to talk about their thoughts or belief.

➤ **Open Culture/Freedom of Expression:**

- 80% respondents feel that Conflicts or functional debates with top Management become an issue in performance appraisal.
- Also 60% respondents feel that raising issues is hindrance in promotion or performance evaluation.
- 80% respondents feel that people are rewarded or encouraged for avoiding the conflict or are rewarded for accepting Manager’s decisions.
- 80% respondents feel that in meetings they can discuss ideas freely and in conflicts they feel comfortable in expressing thoughts.

➤ **Conflict Resolution process:**

- 100% Respondents agree that they have an official procedure for Conflict Resolution.
- Similarly respondents are also of opinion that employees are encouraged to resolve disputes by top management. Also any person with dispute or grievance is given a fair hearing to resolve his dispute.
**Conclusion:**

- While analyzing the conflict management, a mix of approach towards conflict management style of individual is seen. It is beneficial to the organization that Managers agree to the statement that Top Management resolve dispute by free discussion and open for change in working strategy.
- Most of the respondents feel that they can discuss their idea & express view freely, which results in constructive changes and improvement. It is suggested that managements should move forward ahead and develop official procedures to resolve conflicts.

4.1.21: Mfg.21:

![Bar chart showing distribution of conflict management styles for Mfg.21](image_url)

**Figure: 4.21**

Figure 4.21 shows the distribution of conflict management styles of the respondents for Mfg.21, Pune which is a finding from Section ‘C’ of the questionnaire based on Thomas Kilmann Tool methodology.

Mfg.21 is a first-class hydraulic manufacturer, a customer-driven supplier of high-quality products and services and determined to hold its leading role on the market and assure expansion through its profit. The long-term company’s philosophy is total customer satisfaction and dedication to market needs.
Based on the findings from the Section ‘A’ & ‘B’ of the questionnaire following were the observations –

➢ **Indication of Conflicts:**

- 100 % respondents feel that disagreement or conflicts is observed in the organization on matters relating to decisions taken by Management.
- 80 % of respondents feel that Conflicts is seen on personal issues or values.

➢ **Open Culture /Freedom of Expression:**

- 100% respondents feel that conflicts or functional debates with Top management create issues in performance appraisal.
- 60% respondents feel that Top Manager make politically correct statement and don’t express their real feelings.

➢ **Conflict resolution process:**

- 100% respondents denote that organization does not have any official procedure for conflict resolution and no handbook.
- 80% respondents feel that they get a fair hearing by Top Management.

➢ **Integration of Conflicts in Management Strategy:**

- 100% respondents indicated that conflict management roles and responsibilities are not defined in the job description.

➢ **Managerial Discretion/Delegation:**

- 100% respondents feel that conflicts occur due to technological up gradation and on decisions taken on manpower issues, such as, to remove redundant/poor performance.
Conclusion:

- It can be observed in the graph that the dominant style of respondents in the organization is Collaborating style; but due to lack of presence of attributes like freedom of expression, and no official resolution procedure / grievance handling process, the conflicts remain unheard leading a situation wherein the employees move from a dominant style to a less assertive style thereby exhibiting an Avoiding style.

4.1.22: Mfg.22:

![Graph showing distribution of conflict management styles for Mfg.22, Pune.](image)

Figure 4.22

Figure 4.23 shows the distribution of conflict management styles of the respondents for Mfg.22, Pune which is a finding from Section ‘C’ of the questionnaire based on Thomas Kilmann Tool methodology.

Mfg.22 the Pune based Indian multinational is a technology-driven global leader in metal forming having trans-continental presence across a dozen manufacturing locations, serving several sectors including automobile, power, oil and gas, rail & marine, aerospace, construction & mining, etc. Currently, the Company has the largest repository of metallurgical knowledge in the region and offers full service supply capability to its global marquee customers from conceptualization to product design, engineering, manufacturing, testing and validation.
Based on the findings from the Section ‘A’ & ‘B’ of the questionnaire following were the observations –

➢ **Open Culture or Freedom of Expression:**

- 57 % respondents feel that raising issues is a hindrance in promotion or performance appraisal.
- 57 % of respondents feel that they hate disagreement or argument at work.
- 71 % of respondents feel that in meetings, top Mangers make politically statement and don’t express real feelings.

➢ **Managerial Discretion/Delegation:**

- 100% respondents feel that conflicts within functions occur due to stoppage of some existing products and start of new products, which is very different from existing.

➢ **Conflict resolution process :**

- 75% respondents denote that organization do not have any official procedure for conflict resolution.
- 100% respondents feel that no handbook is available for conflict resolution.
- But 75% respondent’s feel that they get a fair hearing by top Management and top Management are encouraged to resolve the dispute freely.

➢ **Integration of Conflicts in Management Strategy:**

- 100% respondents indicated that conflict management roles and responsibilities are not defined in job description.

➢ **Conclusion:**

- It is observed that people tend to move to Avoiding style of conflict management.
This can be because of approach of management, making politically correct statement instead of expressing their real feeling.

- It was also observed that respondents believed and could sense conflict as and when they were starting a new product which is different from existing. This also corroborates the other findings on open communication and freedom of expression which is indicating a low score. It highlights the need for inter functional communication within the organisation.
- It is suggested that management should have a focused approach to the above issues, thereby clearly defining job description & should conduct training programs related to team building, decision making & communication skills.

4.1.23: Mfg.23:

Figure 4.23 shows the distribution of conflict management styles of the respondents for Mfg.23, Mumbai which is a finding from Section ‘C’ of the questionnaire based on Thomas Kilmann Tool methodology.

Mfg.23, established in 1979, is one of India’s fastest growing business groups with a turnover touching INR 6,000 cr. The group consists of over fifteen companies managing diverse business interests in the areas of Tyre, Infrastructure, IT and Speciality.

Based on the findings from the Section ‘A’ & ‘B’ of the questionnaire following were the observations –
- **Indication of Conflicts:**
  
  - 75% respondents feel that disagreements or conflicts is seen on matters relating to decision taken by Management, thus employee are dissatisfied.

- **Open Culture or freedom of expression:**
  
  - 100% respondents feel that conflicts or functional debates with top management becomes an issue in performances appraisal.

- **Managerial Discretion/Delegation:**
  
  - 100% respondents feel that conflicts occur due to technological up gradations and on final decisions on manpower related issues such as, to remove redundant/poor performers.

- **Conflict resolution process:**
  
  - 75% respondents indicate that organization do not have any official procedure for conflict resolution.
  - 100% respondents indicated that no handbook was available for conflict handling procedures.
  - 75% respondents feel that they get a fair hearing by top Management.
  - 100% respondents feel that top Management is encouraged to resolve the dispute freely.

- **Integration of Conflicts in Management Strategy:**
  
  - 100% respondents indicated that conflict management roles and responsibilities are not defined in job description.
**Conclusion:**

- It is observed that 50% of the respondents had dominant style Collaborative style & the remaining had Avoiding style. It may better for the organisation to look into this aspect as the dominating and aggressive style is missing in the employees. Certainly, efforts through training should be made to move Managers out of the Avoiding style.
- Avoiding style indicates that such employees have no concern for self nor for the organisation.
- Respondents felt that expressing their true feelings becomes hindrances in performance appraisal.
- They believe conflict may occur due to technological upgradation & decision of management to retrenched, redundant work performance.

**4.1.24: Mfg.24:**

![Bar chart showing distribution of conflict management styles](image)

**Figure: 4.24**

Figure 4.24 shows the distribution of conflict management styles of the respondents for Mfg.24, Pune which is a finding from Section ‘C’ of the questionnaire based on Thomas Kilmann Tool methodology.

Mfg.24 traces its origins to automotive pioneer, who founded a firm in 1932 to manufacture eutectic plates for refrigerated delivery trucks. Headquartered at a plant
located in Lansing, MI, USA. In the late 1940s, the firm developed Prime Surface Heat Exchangers as immersion heaters or coolers and as exchanger panels integral or attached to process vessels.

Based on the findings from the Section ‘A’ & ‘B’ of the questionnaire following were the observations –

➢ **Indication of Conflicts:**

- 75% of respondents feel that conflicts in Organization are more on personal issues and values.
- 75% of respondents agree that disagreements are due to the approach of Management to handle issues.

➢ **Conclusion:**

- We see a mix of various dominant conflict management styles adopted by the respondents other than the Avoiding style. This is a positive situation, however, when the secondary dominant characteristics was analyzed based on Thomas Kilmann Tool, it is found that all the respondents move to the Avoiding style of conflict management. This can be because of many reasons – some being that the respondents feel that conflicts are more on personal issues/values. There also appears to be some disagreement on the approach of the management to handle issues.
- It is suggested that management should encourage and facilitate a participative approach in the work environment.
- The negative influences on team cohesiveness due to the attitude & approach of top Manager may give rise to severe conflicts in future.
4.1.25: Mfg.25:

Figure 4.25 shows the distribution of conflict management styles of the respondents for Mfg.25, Pune which is a finding from Section ‘C’ of the questionnaire based on Thomas Kilmann Tool methodology.

Mfg.25 has been operating for over 18 years in India along with business development responsibilities for Srilanka and Bangladesh. While providing quality services and products to its customers, the growth journey has continued through numerous acquisitions & green field projects. The commitment of the company is to bring in new products and technologies in hydraulics, pneumatics, electromechanical, filtration, process control, fluid and gas handling, sealing and shielding, climate control and aerospace.

Based on the findings from the Section ‘A’ & ‘B’ of the questionnaire following were the observations –

- **Indication of Conflicts:**
  - 100% of respondents feel that there are no disagreements on decisions taken by management.
• 100% of respondents feel that conflicts are more on personal issues or values.

➢ **Open Culture /Freedom of Expression:**

• 100% of respondents feel that their feedback is encouraged about Organization policies or for decision making.
• 70% respondents are of opinion that they don’t feel free to use procedures.

➢ **Involvement in Decision:**

• 100% of respondent are of the opinion that long term planning and strategies are done by top management is without discussing with 1st level managers.

➢ **Conclusion:**

• Considering dominant & secondary dominant conflict management style, it is observed that there is a mix of varied conflict management. Respondent were of the opinion that conflicts arise more on personal issue/values. However, no disagreement reported on decisions taken by management.

• Management encourages feedback from the employee about change in policies or decision taken by management. Respondents are unhappy on management approach towards long term planning, since the decision regarding the same are not taken in consultation with them.

• It is strange as to why 70% of the respondents do not feel free to use the various procedures defined by the organisation inspite of having an open culture. Management should look into this as the procedures may be very cumbersome or not transparent.
Figure 4.26 shows the distribution of conflict management styles of the respondents for Mfg.26, which is a finding from Section ‘C’ of the questionnaire based on Thomas Kilmann Tool methodology.

Mfg.26 was first established in 1924 at Turino in Italy and manufactured cables for telephones and railways. In 1958, the company came to India, and was established in collaboration with the TATA Group, with operations in Mumbai, Nasik & Halol plants. Over 6 million tyres are produced every year, which are Exported to USA, Africa, America, Australia and other parts of Asia.

Based on the findings from the Section ‘A’ & ‘B’ of the questionnaire following were the observations –

- **Indication of Conflicts:**
  
  - 67% of respondents feel that disagreement or conflicts is observed on matter relating to decision taken by Management.
  - 100% feel that conflicts are more on personal Issues or values and on the approach of Management to handle issues.
- **Employee Dissatisfaction**

  - 100% respondents feel that they get annoyed when someone is arguing with them or pressurizes them to talk on their thoughts or beliefs.
  - 67% of respondents feel that disagreement or conflicts is observed on matters relating to decisions taken by Management.

- **Open Culture /Freedom of Expression:**

  - 100% respondents feel that conflicts or functional debates with Top management is a issue in performance appraisals and also a hindrance in promotion or performance evaluation.
  - 100% respondents feel that Top Manager make politically correct statement and don’t express their real feelings.

- **Involvement in decision:**

  - 100% of respondents feel that Organization appoints external Consultant to manage the Business Strategy and make changes as recommended by the Consultant without involving the top management.
  - 100% respondents agrees that strategies and long-term planning is done by top Management without discussion with 1st Level Top Executive.

- **Conclusion:**

  - In this organisation it is observed that majority of respondents tend to get into Avoiding style of conflict management as an approach to resolve conflict. Since most of the time conflicts arises on present issues & approach of management to handle issues, the people feel insecure and there is a threat to freely vent their grievances & approach management against the decision taken by them.
  - Respondents feel that management makes politically correct statement and does not express its real feelings.
Since the management prefers to appoint external consultants, it indicates the low level of confidence that the management has in its own resources/managers.

Since even the long term strategy is planned & formulated with consultation of consultant, employees feel left out and prefer the Avoiding style.

It is suggested that management should create a sense of belongingness & focus on participative approach, so as to have employee involvement.

4.1.27: Mfg.27:

Figure 4.27

Figure 4.27 shows the distribution of conflict management styles of the respondents for Mfg.27, Pune which is a finding from Section ‘C’ of the questionnaire based on Thomas Kilmann Tool methodology.

Mfg.27 is a company founded on value and tradition. Divestment of the Fine Chemicals business unit. The lithium and special metal compounds division continues its global business activities. The Company now concentrates completely on the surface treatment business.

Based on the findings from the Section ‘A’ & ‘B’ of the questionnaire following were the observations –
Employee Dissatisfaction:

- 100% of respondents indicated that they get annoyed when arguing with someone or get pressurized to talk about their thoughts or beliefs.

Open Culture or freedom of expression:

- 75% respondents feel that conflicts or functional debate with top Management is an issue during performance appraisal.
- 100% respondents feel that they are rewarded for accepting Management's decision and Avoiding conflicts.
- 75% respondents feel that in meetings, top Managers make politically correct statement and don’t express their real feelings.

Positive Outcome of Conflicts:

- 100% respondents feel that debates or conflicts have resulted into new innovation and constructive change or improvement.
- But 75% respondents feel that debates or Conflicts have resulted in Avoiding redundancy or introduction of new product.

Conclusion:

- The majority conflict management approach observed in the organization is Accommodating, however the respondents tend to move with minimum resistance to their secondary style which is the Compromising/Avoiding style of conflict management. This can be because of various factors such as the belief that functional debates can causes hindrance in performance management and other such perceptions.
- Respondents have expressed that they tend to get annoyed when arguing with their colleagues & don't like to get pressurized. They also believed that they are rewarded for accepting management decision. This perception also adds to the
reason for the respondents moving to the Compromising/Avoiding style due to the work environment.

- The positive aspect of management is that debates have most of the time resulted in constructive changes. Management should work on this aspect and bring in transparency in the work environment thereby increasing the trust levels in the employees and increase employee involvement.
- Such actions will help the respondents to move out of the Compromising/Avoiding style to a more positive management style such as Collaborative style.

4.1.28: Mfg.28:

![Figure 4.28](image)

Figure 4.28 shows the distribution of conflict management styles of the respondents for Mfg.28, NCR which is a finding from Section ‘C’ of the questionnaire based on Thomas Kilmann Tool methodology.

Mfg.28 is an India-based company engaged in the manufacturing of tools, dies and moulds. The Company operates in three segments: Sheet Metal Division (for manufacturing sheet metal components, assemblies, and sub-assemblies), Tool Room
Division (for manufacturing tools, dies and moulds) and Special Purpose Vehicle (SPV) division (for development and assembly of SPV).

Based on the findings from the Section ‘A’ & ‘B’ of the questionnaire following were the observations –

➢ **Indication of Conflicts:**

- 100% respondents feel that there is no disagreement on decisions by Management.

➢ **Open Culture or freedom of expression :**

- 100% respondents feel that people are rewarded or encouraged for Avoiding conflicts and accepting the Managements decision.
- 100% respondents agree that disagreements act as an integral part of process of change.
- 75 % respondents indicated that they hate arguments or disagreements at work.
- Majority of respondents indicated that Management makes politically correct statements and don’t express real feelings.
- 100 % respondents indicated that they feel comfortable in conflict situation to express their grievances.

➢ **Positive Outcome of Conflicts:**

- 50 % respondents feel that conflicts always resulted into new innovation or constructive change or Avoiding redundancy.

➢ **Conflict Resolution Process :**

- 75% respondents indicated that there is no official procedure nor handbook to resolve the conflicts.
- 100% respondents feel that Top managers are encouraged to resolve dispute by free discussion.

**Involvement in Decision:**

- 100% respondents feel that Decision on Major business issues are based on discussion with Top Managers but at the same time strategies and long-term planning without any discussion with 1st level Top Executive.

**Conclusion:**

- We see a mix of conflict management styles – Avoiding or Compromising.
- All the respondents were of opinion that there is open culture by which they can freely vent their grievances. They also believe that management doesn’t involve them in long term business planning, instead make politically correct statement.
- The above responses show a few contradictions. Hence it is suggested that management should focus on enhancing a collaborative approach and create win-win situations which will benefit both the employee as well as the organisation. They should initiate brainstorming session which may increase employee participation & help in constructive changes & improvement in organization.

**4.1.29: Mfg.29:**

![Figure: 4.29](image-url)
Figure 4.29 shows the distribution of conflict management styles of the respondents for Mfg.29, Pune which is a finding from Section ‘C’ of the questionnaire based on Thomas Kilmann Tool methodology.

Mfg.29 is a diversified company with a product portfolio encompassing from Mechanical & Electronic Security System, Door System, and And Electronic Controllers for Electric Vehicles, Plastic Interiors and for Auto OEM’s across the Globe. It also manufactures Die Casting Parts for auto and consumer durable industry.

Based on the findings from the Section ‘A’ & ‘B’ of the questionnaire following were the observations –

- **Indication of Conflicts:**
  - 80% of respondents feel that disagreement or conflicts occurs on matters related to decision taken by Management.

- **Conflict resolution process:**
  - 100% respondents feel that there are no handbooks detailing the conflict handling procedure.
  - 100% respondents feel that Top managers are encouraged to resolve dispute by free discussion. They also indicated that employees are given a fair hearing by top management.

- **Employee dissatisfaction:**
  - 60% respondents feel that they get annoyed when someone argues with them or pressurize them to talk about their own thoughts and beliefs.
➢ **Open Culture /Freedom expression:**

- 100% respondents feel that feedback about organizational Policies/decision is encouraged.

- 100% respondents feel that top management/Directors are open to discuss/consider any change in working strategy.

- 60% respondents feel that, in meetings, Top Managers make Politically correct statement.

➢ **Conclusion:**

- From the graphical analysis, it is observed that managers tend to get into Avoiding mode of conflicts from Collaborating mode, which can be because of their dominant inherent characteristics which is the Avoiding mode. Other factors that could contribute to employees moving to Avoiding mode could be the fact that they are not sure of the outcome of conflicts.

- It appears from the statement that top managers make politically correct statements – that employees are not taken into confidence in decision making or employee involvement is poor. Further, there are no official procedures to resolve conflicts.
4.1.30: Mfg.30:

Figure 4.30 shows the distribution of conflict management styles of the respondents for Mfg.30, Pune which is a finding from Section ‘C’ of the questionnaire based on Thomas Kilmann Tool methodology.

Mfg.30 is an ISO 9001:2008 company, is a fully owned subsidiary of an Italian Group – one of the leading players worldwide, in manufacturing and marketing of water and space heating products and their components. The Indian operations include India’s largest and fully integrated water heater plant in Chakan near Pune, Maharashtra that has been operational since 1999.

Based on the findings from the Section ‘A’ & ‘B’ of the questionnaire following were the observations –

- **Managerial Discretion/Delegation:**
  
  - 67% respondents say that conflicts arise on issues like technological upgradation.
Conflict Resolution Process:

- 100% respondents indicated that there are no official procedures to resolve conflicts & there are no handbooks for conflict handling.

Integration of Conflicts in Management Strategy:

- 100% respondents expressed that there are no conflict management roles and responsibilities defined in job description.

Open Culture/Freedom of Expression:

- 67% respondents feel that conflicts or functional debates with top Management become an issue in performance appraisal.
- They also expressed that top Managers make politically correction statement and don’t express their real feelings.

Conclusion:

- It is observed that the respondents in this organisation, tend to have an approach towards Avoiding style of conflict resolution.
- Respondents were of opinion that organization has not defined roles and responsibilities for Top Management.
- It is suggested that management should develop appropriate strategies for motivating employees & developing their talent through training programs related to team building, leadership development and work on taking initiatives that promote employee involvement.
4.1.31: Mfg.31:

Figure 4.31 shows the distribution of conflict management styles of the respondents for Mfg.31, NCR which is a finding from Section ‘C’ of the questionnaire based on Thomas Kilmann Tool methodology.

Mfg.31 is a part of 45 years old Engineering group. It is the largest selling tractor attachment manufacturer in India. The Company is recognized as an In-house R&D unit by Ministry of Science and Technology. It has as strong R&D team and 100 + Service team. It also has nation-wide sale's and service's network of 600 plus dealers and 7 branch offices across India.

Based on the findings from the Section ‘A’ & ‘B’ of the questionnaire following were the observations –

- **Indication of Conflicts:**
  - 100% of respondents feel that there are no disagreements on decision taken Management.
Conflict resolution process:

- 100% respondents feel that there are official procedures for resolving conflicts.
- 100% respondents feel that a person get fair hearing on grievance by Top Management.
- They also expressed that top Managers are encouraged to resolve disputes by free discussion.

Positive Outcome of Conflicts:

- 100% respondents feel that debates/conflicts have resulted in new innovation, constructive changes, and improvements.

Open Culture /Freedom expression:

- 100% respondents feel that feedback about organization Policies/decision is encouraged. Also respondents feel free to vent their grievance and use the procedures which are available.
- 100% respondents feel that Top Management/Directors are open to discuss/consider any change in working strategy.
- 100% respondents feel that any disagreement in organization is taken in positive way and is an integral part of process for change.
- 100% respondents feel that in official meeting they can discuss their ideas freely.

Involvement in Decision:

- 100% respondents feel Top Managers are involved while taking decision on major business issues. Also brainstorming session are conducted for solving the issues.
**Conclusion:**

- It is interesting to note that 6 out of 7 respondents have dominating style as collaborative. This is a good sign for any organization. However, it is perceived that management is dominating, and hence that could be the reason why people tend to switch from collaborative approach of management to Compromising approach of conflict management.
- It can be because of management domain & even though there is participative approach by management, respondents accept the decisions taken by management.
- Overall the situation seems very conducive and employee involvement seems to be very high.

**4.1.32: Mfg.32.**

![Figure: 4.32](image)

Figure 4.32 shows the distribution of conflict management styles of the respondents for Mfg.32, Pune which is a finding from Section ‘C’ of the questionnaire based on Thomas Kilmann Tool methodology.

Mfg.32 was set up in Pune (India) in 2005 and has become the landmark for high quality gears in off-highway systems (construction equipment and agricultural tractors) and new application sectors such as wind power and co-generation engines. The Pune factory is acknowledged to be one of the most interesting industrial realities in India.
Based on the findings from the Section ‘A’ & ‘B’ of the questionnaire following were the observations –

➢ **Employee Dissatisfaction:**

- 100% of respondents feel that there are disagreements on decisions taken by Management.
- 100% respondents feel that conflicts arise more on disagreement on the approach of Management to handle issues.

➢ **Conflict resolution process:**

- 100% respondents feel that there are no official procedures for resolving conflicts and also there is no handbook for conflict handling procedure.

➢ **Open Culture/freedom of expression.**

- 100% respondents feel that feedback about organization policies /decision is encouraged but there are no such procedures available.
- 67% respondents feel that in conflict situation they feel comfortable in expressing their thoughts, no matter who are the others involved.

➢ **Involvement in Decisions :**

- 67% respondents feel that organization appoints external Consultant to manage Business Strategy.
- 67% respondents feel that strategies and long term planning is done by top management without discussion with 1st level Managers.

➢ **Conclusion :**

- The inherent dominant characteristics of most of the managers is Competing, and that could me a reason why 100% respondents agree to the point that there are
disagreement on decision taken by top management and approach to handle issues.

- It can be perceived that the top management plays dominating role to tackle the inherent characteristics of most of the managers. Management encourages open feedback & provides freedom of expression, which helps to achieve a mix of competitive as well as collaborative approach in the organization - this in terms of growth & prosperity and high degree of people involvement.

4.1.33: Mfg.33:

Figure 4.33 shows the distribution of conflict management styles of the respondents for Mfg.33, NCR which is a finding from Section ‘C’ of the questionnaire based on Thomas Kilmann Tool methodology.

Mfg.33 was established in 1999. Initially it was a joint venture-company, as requested in those years by Indian law for foreign investors. The majority share-holding has always been owned by CBM Group. In 2000, the Company started to produce hydraulic rockshafts and in 2006 three point linkages and during these years it has developed an important and independent production capacity, with a significant growth in volumes and quality.
Based on the findings from the Section ‘A’ & ‘B’ of the questionnaire following were the observations –

- **Indication of Conflicts:**
  - 100% of respondents feel that there is no disagreement on decisions taken by Management.

- **Conflict resolution process:**
  - 100% respondents feel that a person gets fair hearing on grievances by top Management. Top Managers are also encouraged to resolve disputes by free discussion.
  - 67% of respondents feel that when they have conflict with someone they resolve it amicably by being extra nice to them.

- **Positive Outcome of Conflicts:**
  - 100% respondents feel that debates/conflicts have resulted in new innovation, constructive changes, and improvements.

- **Open Culture /Freedom expression :**
  - 100% respondents feel that feedback about organization Policies/decision is encouraged. Also respondents feel free to vent their grievances.
  - 100% respondents feel that top Management/Directors are open to discuss/consider any change in working strategy.
  - 100% respondents feel that any disagreement in organization is taken in positive way and is an integral part of process of change.
  - 100% respondents feel that in official meeting they can discuss their ideas freely.
Involvement in Decision:

- 100% respondents feel Top Managers are involved while taking decision on major business issues. Also brainstorming sessions are conducted for solving the issues.

Conclusion:

- From the above graph when analyzed, it came out clearly that the conflict management mode of respondents is a mixed approach for various modes to manage conflicts.

- Respondents when asked about the decisions taken by management, they were satisfied & they expressed that they are being given fair hearing by top Management.

- Also they believed that debates/conflict have resulted in new innovation

- Management has created & developed open culture & they are involved in decisions related to business issues through brain storming sessions.

4.1.34: Mfg.34:

![Figure: 4.34]
Figure 4.34 shows the distribution of conflict management styles of the respondents for Mfg.34, Pune which is a finding from Section ‘C’ of the questionnaire based on Thomas Kilmann Tool methodology.

Mfg.34 is an expanding and international group of companies doing business in the construction equipment industry. The group with their headquarters in Germany has local production sites in Brazil, India and China. As the technology leader, the Group offer solutions in mobile machinery for road construction and road rehabilitation, as well as for the mining and processing of useful minerals.

Based on the findings from the Section ‘A’ & ‘B’ of the questionnaire following were the observations –

➤ **Indication of Conflicts:**

- 100% of respondents feel that there are no disagreements on decisions taken Management.

➤ **Conflict resolution process:**

- 100% respondents feel that Top Managers are encouraged resolve disputes by free discussion and they also feel that a person with grievance is given a fair hearing.

➤ **Open Culture/freedom of expression :**

- 100% respondents feel that feedback about organization policies /decision is encouraged but there are no defined procedures available.
- 100 % respondents feel that they feel secure to vent their grievances.
- 100% respondents feel that Top Management/Directors are open to discuss /consider any change in working strategy, and also the organization culture looks at disagreements as an integral part of process of change.
- 100% respondents feel that in official meeting ideas are discussed freely.
Involvement in Decisions:

- 100% respondents feel that major business issues are discussed with all top level Managers.
- Brain Storming sessions are held in the Organization to resolve issues.

Positive Outcome of Conflicts:

- 100% respondents feel that Organization debates/conflicts have resulted in constructive change/improvement.

Conclusion:

- In this organisation, it is observed that respondents get into Accommodating or Compromising style of conflict management. This can be because of Management approach in terms of open culture & freedom of expression.
- Management tries to appreciate communication and feedback from employees, which helps them to freely communicate and deploy strategies without any objection from the 1st level Managers.
- While the overall feedback and responses are very positive, for the purpose of consolidation and improvement, it is suggested that management should focus on employee training related to leadership & out of the box thinking for future innovation & improved brain storming sessions.
4.1.35: Mfg.35:

Figure 4.35 shows the distribution of conflict management styles of the respondents for Mfg.35, Pune which is a finding from Section ‘C’ of the questionnaire based on Thomas Kilmann Tool methodology.

Mfg.35 is a world market and technology leader in steel wire transformation and coatings. This is a global company with headquarters in Belgium, employing 27,000 people worldwide. Serving customers in 120 countries, The Company pursues sustainable profitable growth in all its activities and generated combined sales of € 4.4 billion in 2012.

Based on the findings from the Section ‘A’ & ‘B’ of the questionnaire following were the observations –

- **Indication of Conflicts:**
  - 75% of respondents feel that conflicts are observed more on Personal issues/values & interpersonal issues.
  - 75% respondents feel that conflicts arise more on disagreements on the approach of Management to handle issues.
➢ **Conflict resolution process:**

- 100% respondents feel that top Managers are encouraged to resolve disputes by free discussion and they also feel that a person gets free hearing by top Management.

➢ **Open Culture/freedom of expression :**

- 100% respondents feel that conflicts or debates with top Management become issues in performance appraisal.
- 60% respondents don’t feel comfortable in expressing their thoughts or feelings, no matters who is involved in the issue. This shows lack of communication.

➢ **Involvement in decision:**

- 100% respondents feel that decisions on major business issues are based on discussions with top level Managers and also Brain storming sessions are conducted.

➢ **Positive outcome of Conflicts:**

- 100% respondents feel that conflicts have resulted into new innovation, constructive changes.

➢ **Conclusion:**

- We see a mix of conflict management approaches of respondents. However, based on the responses, it is evident that management encourages its employees to resolve disputes by free discussion & employees get a free hearing from top Management.
- It is also observed that people tend to get into Competing style of conflict management as their 2nd dominant characteristics of conflict management.
Some respondents are of opinion that debates with Top management become issues in performance management. They may prefer a non Competing mode and needs to be analyzed further to make any conclusion.

It was observed that in conflict situation respondents don’t feel comfortable to express their thoughts and ideas.

Brain storming session are conducted which resulted into new innovation and constructive change. This is a positive process adopted by management.

4.1.36: Mfg.36:

![Bar Chart](Image)

**Figure: 4.36**

Figure 4.36 shows the distribution of conflict management styles of the respondents for Mfg.36, Pune which is a finding from Section ‘C’ of the questionnaire based on Thomas Kilmann Tool methodology.

Mfg.36 is the Manufacturer of disposable baby diapers. Based in Richmond, Virginia, The group is a global manufacturer of plastic films and aluminum extrusions. The Company employs over 2,000 people at more than 15 locations throughout North America, Europe, and Asia.

Based on the findings from the Section ‘A’ & ‘B’ of the questionnaire following were the observations –
➢ **Conflict Resolution Process:**

- 100% respondents mentioned that there are no official procedures to resolve conflicts and there is no handbook for conflict handling.

➢ **Open Culture /Freedom of Expression:**

- 100% respondents feel that there are no procedures available for handling conflicts.

➢ **Conclusion:**

- All respondents possess the Avoiding style of conflict management which neither benefits neither the organization nor the respondents. This can be because the non-availability of set procedures which are documented nor there being any handbook defining the conflict handling procedure.

- It is observed that no brainstorming sessions are held in this organization. This could also result in employees not finding an appropriate forum to express any new suggestion, new idea for innovation. Under these circumstances, employees tend to get into Avoiding style of conflict management & don’t have participative approach.

- Hence, it is suggested that management should focus on conducting and carrying brain storming sessions & focus on people involvement.
4.1.37: Mfg.37:

Figure 4.37 shows the distribution of conflict management styles of the respondents for Mfg.37, Pune which is a finding from Section ‘C’ of the questionnaire based on Thomas Kilmann Tool methodology.

Mfg.37 is a 100% subsidiary of a German MNC. It is a part of the Group which is headquartered at Bad Homburg, Germany. It is a leading international health care company focusing on products for the therapy and care of critically and chronically ill patients inside and outside the hospital.

Based on the findings from the Section ‘A’ & ‘B’ of the questionnaire following were the observations –

- **Indication of Conflicts:**
  - 100% of respondents feel that there are no disagreements on decision taken Management.

- **Conflict resolution process:**
  - 100% respondents feels that there are official procedures for resolving conflicts.
• 100% respondents feel that a person gets fair hearing on grievance by Top Management.

➢ Open Culture /Freedom expression:

• 100% respondents feels that feedback about organization Policies/decision is encouraged. Also respondents feel free to vent their grievance and use the procedures which are available.
• 100% respondents feels that Top Management/Directors are open to discuss/consider any change in working strategy.
• 100% respondents feel that any disagreement in organization is taken in positive way for an integral part of process for change.

➢ Involvement in Decision:

• 100% respondents feel Top Managers are involved while taking decision on major business issues. Also brainstorming session are conducted for solving the issues.

➢ Conclusion:

• It is interesting to note that dominant characteristics of all respondents are collaborative. Respondents are of opinion that there are official procedures as to resolve conflict and a person gets a free hearing by management.
• Also organization encourages feedback about policies and decision through which respondents can vent their grievances freely.
• Management believes in brainstorming session & such session results in constructive change & innovation. These aspects of management lead in competitive approach & in turn benefit the organization.
4.1.38: Mfg.38:

Figure 4.38 shows the distribution of conflict management styles of the respondents for Mfg.38, Pune which is a finding from Section ‘C’ of the questionnaire based on Thomas Kilmann Tool methodology.

The headquarters of the Mfg.38 is in Denklingen (Bavaria). With more than 3,500 employees and a turnover of 767 million Euros in 2011, the Group is among the world's largest automotive suppliers in the area of forging and machining.

Based on the findings from the Section ‘A’ & ‘B’ of the questionnaire following were the observations –

➢ **Indication of Conflicts:**

- 100% respondents feel that conflicts arise more on disagreements on the approach of Management to handle issues.

➢ **Conflict resolution process:**

- 100% respondents feel that there are no official procedures for resolving conflicts and also no handbook for conflict handling.
Employee Dissatisfaction:

- 100% respondents feel that conflicts arise more on disagreements on the approach of Management to handle issues.

Conclusion:

- It is in the benefit of the organization that most of respondents fall into dominating characteristic as Competing or Collaborating.
- Understanding the fact that there is no official procedure & no handbook, the respondents tends to move to Compromising or Accommodating style of conflict resolution with minimum resistance.
- It is suggested that management should formulate a conflict resolution process & motivate people to have win-win situation. Thus a collaborative approach will benefit of organization.

4.1.39: Mfg.39:

Figure 4.39 shows the distribution of conflict management styles of the respondents for Mfg.39, Pune which is a finding from Section ‘C’ of the questionnaire based on Thomas Kilmann Tool methodology.
Mfg.39 is thermal processing services comprised of a number of core technologies, which include heat treatments, metal joining, hot isostatic pressing and surface technology. The global network operates from over 190 locations, with customers benefitting from its comprehensive range of services from multiple locations. The company has developed through organic growth and a series of strategic acquisitions to become the international leader in thermal processing, employing over 5000 employees worldwide.

Based on the findings from the Section ‘A’ & ‘B’ of the questionnaire following were the observations –

- **Indication of Conflicts:**
  - 100% of respondents feel that there are disagreements on decision taken by Management. Also, conflicts are observed more on personal issues/values & interpersonal issues.
  - 100% respondents feel that conflicts arise more on disagreements on the approach of Management to handle issues. This could account for employee dissatisfaction if any.

- **Conflict resolution process:**
  - 100% respondents feel that there are no official procedures for resolving conflicts and also no handbook for conflict handling.

- **Open Culture/freedom of expression.**
  - 67% respondents feel that feedback about organisation policies / decisions is encouraged but there are no such formal procedures available.
Involvement in Decisions:

- 100% respondents feel that organization appoints external Consultant to manage business strategy.

Conclusion:

- Based on interpretation of Thomas Kilmann Conflict Tool, we could see a mix of dominating conflicts management styles of the respondents. But considering the dominant & secondary characteristics, respondents tend to get into collaborative style of conflict management.

- Respondents are not happy with any of the decision taken by management & approach to handle issues. It was also felt that management depends on external consultants, so as to manage & execute business strategy.

- Such a perception that management relies more on external consultant, indicates the low confidence level of the management on its internal resources. This is not in favor of the management, considering the future growth & stability.

- Management needs to develop a structured model, give recognition to its internal resources and bring in employee participation culture. This will help in retaining the key talent & also improve the responsibility authority and accountability of internal resources.
**4.1.40: Mfg.40:**

![Bar Chart]

**Figure: 4.40**

Figure 4.40 shows the distribution of conflict management styles of the respondents for Mfg.40, Pune which is a finding from Section ‘C’ of the questionnaire based on Thomas Kilmann Tool methodology.

Mfg.40 is more famously known as a pioneer in introducing high moisture barrier, pharma-grade PVdC coated PVC films in India. The Company has state-of-the-art plant in Shirwal, near Pune, maintains the high cGMP standards required for the pharmaceutical and food industries. It is an ISO 9001:2000 certified unit coupled with conformance to class 100,000.

The Company also manufactures a Triplex structure PVC/PE/PVdC films and PVC/Aclar, providing a wide range of barrier films based on PVC & PVdC.

Based on the findings from the Section ‘A’ & ‘B’ of the questionnaire following were the observations –
➢ **Indication of Conflicts:**

- 100% respondents feel that conflicts arise more on disagreements on the approach of Management to handle issues.

➢ **Conflict resolution process:**

- 83% respondents feel that top Managers are encouraged to resolve disputes by free discussion.

➢ **Open Culture/freedom of expression :**

- 100% respondents feel that the feedback about organization Policies/decisions is encouraged in organization.
- 83% respondents feel secure to vent their grievances.
- 83% respondents feel that top manager/Directors are open to discuss any change in strategy. Also, in official meetings, ideas are discussed freely.

➢ **Involvement in decision:**

- 83% respondents feel that decisions on major business issues are based on discussions with top Managers and also Brain storming session are conducted.

➢ **Positive outcome of Conflicts:**

- 100% respondents feel that conflicts have resulted into new innovation, constructive changes.

➢ **Conclusion:**

- It is observed that even when the dominating style of conflict management is more inclined to concern for self, respondents tend to move to Avoiding style of
conflict management. This can be because of approach of management to handle issues or some inherent feeling of insecurity.

- Also, management encourages resolving dispute with free discussion & giving opportunity to vent their grievances freely. This feeling of respondent i.e “disagreement on approach of management” can be because of more concerned for self.
- It is suggested that management should positively think about formulating a process for conflict resolution & define specific role & responsibilities for 1st level managers.

4.1.41: Mfg.41:

Figure 4.41 shows the distribution of conflict management styles of the respondents for Mfg.41, Pune which is a finding from Section ‘C’ of the questionnaire based on Thomas Kilmann Tool methodology.

Mfg.41 provides performance-enhancing solutions to serve the diverse needs of more than 25,000 customers worldwide. A global leader in silicones, silicon-based technology and innovation, the Company offers more than 7,000 products and services. They are Headquartered is in Midland, Michigan, USA; this Corporation is a truly global company with a worldwide distributor network and nearly 12,000 employees working across the world.
Based on the findings from the Section ‘A’ & ‘B’ of the questionnaire following were the observations –

➢ **Indication of Conflicts:**

  - 86% of respondents agree that there are no disagreements on decisions taken by Management.

➢ **Conflicts Resolution Process:**

  - 57% of respondents agree that official procedures are present to resolve conflicts but 71% respondents agree that there are no handbook available which defines conflicts resolution process.
  - 86% respondents feel that top Managers are encouraged to resolve disputes by free discussion.
  - 57% respondents feels that a person with grievances is given a fair hearing.

➢ **Open Culture/Freedom of Expression:**

  - 100% respondents feel that feedback about organization Policies/decisions is encouraged.
  - 86% respondents feel that top Manager/Directors are open to discuss any change in strategy.
  - 71% respondents feel that in official meetings, ideas are discussed freely.

➢ **Involvement in decision:**

  - 71% respondents feel that decision on Major business issues are based on discussion with top level Managers.
  - 100% respondents indicated that Brain storming session are conducted.
Positive outcome of Conflicts:

- 100% respondents feel that conflicts have resulted into new innovation, constructive changes.

Conclusion:

- Respondents are in the Compromising and Avoiding mode and the secondary mode is more evident in Accommodating.
- Management conducts brainstorming session for their employee which resulted into constructive changes & new innovation.
- The overall environment and management style seems appropriate however, it has not given the employees enough confidence to take advantage of the progressive management style. May be, the recruitment and selection process needs to be looked into to ensure employees are sharing similar attributes.

4.1.42: Mfg.42:

Figure 4.42 shows the distribution of conflict management styles of the respondents for Mfg.42, Pune which is a finding from Section ‘C’ of the questionnaire based on Thomas Kilmann Tool methodology.
Auto component-maker Mfg.42, has recently acquired the entire stake of its partner Thai Group which was in equal joint venture. The 50:50 JV, which was incorporated in 2003, supplies automotive components to two wheeler and three wheeler original equipment manufacturers (OEM) in the country.

Based on the findings from the Section ‘A’ & ‘B’ of the questionnaire following were the observations –

➢ **Conflict resolution process:**

- 100% respondents feel that there is neither official procedure nor handbook to resolve conflicts.
- 80% respondents agree that top managers are encouraged to resolve dispute by free discussion.

➢ **Open Culture/freedom of expression.**

- 100% respondents feel that the feedback about organization policies/decisions is not encouraged in organization.
- 100% respondents feel that there are no such procedures available.
- 100% respondents feel that top Manager/Directors are open to discuss any change in strategy. Also in official meetings, ideas are discussed freely.
- 80% respondents feel that organizational culture looks at disagreement as an integral part for process of change.

➢ **Involvement in decision:**

- 100% respondents feel that decision on Major business issues are based on discussion with top level Managers and also Brain storming sessions are conducted.
- 100% respondents feel that organization prefers to appoint external consultants to manage the business strategy.
Positive outcome of Conflicts:

- 100% respondents feel that conflicts have resulted into new constructive changes

Conclusion:

- When analyzed the dominant & secondary characteristic of respondents based on Thomas Kilmann Tool. They had varied conflict management approach. However, all of them agreed & were of the opinion that there is no formal conflict resolution process, but most of them agreed to the point that top manager are encouraged to resolve dispute, by free discussion.
- Management seems to encourage 1st level managers involvement in decisions related to business strategy. Brainstorming sessions are also conducted in organization.
- However, since the management prefers to also appoint external consultant to manage business strategies, it is giving a feeling of lack of trust on the part of management on its internal resources. Management needs to look into this contradiction.

4.1.43: Mfg.43:
Figure 4.43 shows the distribution of conflict management styles of the respondents for Mfg.43, Mumbai which is a finding from Section ‘C’ of the questionnaire based on Thomas Kilmann Tool methodology.

Mfg.43 incorporated on 23rd December 1971, it is India's largest gear manufacturer. Since commencing business in 1974, the Company entered into the technical knowhow with , German company. The Company also manufactures a wide range of gears for HCV, MCV, LCV, utility and off-highway vehicles. The products includes bevel, straight bevel and transmission gears.

Based on the findings from the Section ‘A’ & ‘B’ of the questionnaire following were the observations –

- **Indication of Conflicts:**
  
  - 100% respondents feel that conflicts arise more on disagreement on the approach of Management to handle issues.

- **Conflict resolution process:**
  
  - 100% respondents feel that there are no handbooks to resolve conflicts.
  - 100% respondents agree that top managers are encouraged to resolve disputes by free discussion and they are given a fair hearing.

- **Open Culture/freedom of expression :**
  
  - 100% respondents feel that the feedback about organization Policies/decision is not encouraged in organization.
  - 100% respondents don’t feel secure to vent their grievances.
  - 100% respondents feel that top Manager/Directors are open to discuss any change in strategy. Also in official meetings, ideas are discussed freely.
  - 100% respondents feel that organizational culture looks at disagreement as an integral part for process of change.
86% respondents feel that people are rewarded or encouraged for Avoiding conflicts or rewarded for accepting managers decision.

71% respondents feel that top managers make political correct statement and don’t express real feelings.

- **Involvement in decision:**

  100% respondents feel that decisions on Major business issues are based on discussion with top level Managers and also Brain storming session are conducted.

  100% respondents feel that organization prefers to appoint external consultants to manage the business strategy.

- **Conclusion:**

  Based on the analysis, it was observed that the respondents tend to have the dominant style of conflict management as Compromising/Avoiding.

  When analyzed their secondary dominant characteristic, it was noted that respondents tend to use collaborative approach with minimal resistance.

  Management encourages in resolving dispute by free discussion. However, they are not happy in terms of approach of management & also believe that management doesn’t encourage feedback about policies.

  Management conducts brain storming sessions but when it comes to formulating business strategy they seek help from external agent /consultant.
4.1.44: Mfg.44:

Figure 4.44 shows the distribution of conflict management styles of the respondents for Mfg.44, NCR which is a finding from Section ‘C’ of the questionnaire based on Thomas Kilmann Tool methodology.

Mfg.44 was established in 1976 with very modest resources, but a crystal-clear vision. Armed with commitment, technical expertise and a winner’s attitude, within a very short span, this small forging shop has grown into a massive organization employing more than 1200 people, operating from 4 huge manufacturing units and enjoying an incredible brand reputation in India and overseas.

Based on the findings from the Section ‘A’ & ‘B’ of the questionnaire following were the observations –

- **Indication of Conflicts:**
  - 80% respondents feel that conflicts arise more on disagreement on the decision taken by Management which is a regular feature.

- **Conflict resolution process:**
  - 100% respondents agree that top managers are encouraged to resolve dispute by
free discussion and are given a fair hearing.

- 100% respondents feel that in conflict situation with someone, they try to resolve it amicably, by being extra nice with them.

➤ **Open Culture/freedom of expression.**

- 80% respondents feel that the feedback about organization policies/decision is encouraged in organization.
- 60% respondents feel that they feel secure to vent their grievances.
- 80% respondents feel that top Manager/Directors are open to discuss any change in strategy. Also in official meetings, ideas are discussed freely.
- 80% respondents feel that organizational culture looks at disagreement as an integral part for process of change.
- 100% respondents feel that people are rewarded or encouraged for Avoiding conflicts or rewarded for accepting managers decision.
- 100% respondents feel that they feel comfortable in expressing their thoughts in conflict situation no matter who involved.

➤ **Involvement in decision:**

- 100% respondents feel that decision on Major business issues are based on discussion with top level Managers.
- Also 80% respondents feel that Brain storming sessions are conducted.

➤ **Positive outcome of Conflicts:**

- 100% respondents feel that conflicts have resulted into new constructive changes.

➤ **Conclusion:**

- We see a mix of approach of respondents to manage conflict.
• Respondents are happy with management since the approach of management is to resolve dispute by free discussion.

• They are of the opinion that management rewards & encourages employees for Avoiding conflicts & support them in their decision making.

4.1.45: Mfg.45:

Figure 4.45 shows the distribution of conflict management styles of the respondents for Mfg.45, Faridabad which is a finding from Section ‘C’ of the questionnaire based on Thomas Kilmann Tool methodology.

Mfg.45 is part of a large gear company in India. Since commencing business in the year 2000, the Company got its ISO 14001 in 2004. The Company also manufactures a wide range of gears for HCV, MCV, LCV, utility and off-highway vehicles.

Based on the findings from the Section ‘A’ & ‘B’ of the questionnaire following were the observations –

➢ Indication of Conflicts:

• 100% of respondents feel that there are disagreements on decision taken by Management & conflicts are observed more on personal issues/values & interpersonal issues.
- 100% respondents feel that conflicts arise more on disagreements on the approach of Management to handle issues.

➢ **Conflict resolution process:**

- 100% respondents denote that organization does not have any official procedure for conflict resolution nor handbook mentioning about conflict so as to deal with conflicts.
- 75% respondent feels that showing true feeling in a dispute is a sign of weakness.
- But 75% respondent’s feel that they get a fair hearing by top Management and top Management are encouraged to resolve the dispute freely.

➢ **Employee Dissatisfaction**

- 75% respondents feel that they get annoyed when someone is arguing with them or pressurizes them to talk on their thoughts or beliefs.
- 75% of respondents feel that disagreement or conflicts is observed on matters relating to decisions taken by Management.

➢ **Open Culture or freedom of expression:**

- 100% respondent believes that conflicts or functional debates become hindrance in their performance appraisal.
- 100% respondents feel that people are rewarded or encouraged for Avoiding conflicts and accepting the Managements decision.

➢ **Involvement in decision:**

- 75% respondent feels that organization prefers to appoint external consultant to manage the businesses strategy.
- 75% respondent feels that strategies & long-term planning is done with Top Management without any discussion with 1st level Top executive of the company.
• 100% respondent feel that Boards/Director don’t discuss with Top Management and make suitable changes to approach/recommendation of consultant.

➢ Conclusion

• It is observed that responded tend to move in Avoiding/comprising style of conflict management which neither benefits neither the organization nor the respondents. This can be because of the non availability of set procedures which are documented nor there being any handbook so as to manage conflicts.

• They also believed that they are rewarded for accepting management decision. This perception also adds to the reason for the respondents moving to the Avoiding/Compromising/style.

• As management prefers to appoint external consultant for planning and formulating long term strategies without involvement of Top Management. Thus respondent tend to move to Avoiding style, since they believe that management will go by the view of external consultant.

This also indicates the low level of confidence that the management has in its own resources/managers.

• It is suggested that management should create a sense of belongingness & focus on participative approach so as to have employee involvement.

• Management should also conduct brainstorming session in the organization.
4.2 Hypothesis Testing:

_Hypothesis 1: The very existence of Conflict Resolution Process leads to better understanding of Dissatisfaction levels of Employee._

The researcher was of the Opinion that Conflicts were inherent part of any work environment. However, in the presence of a Conflict Resolution Process in the organization, such conflicts tend to take a positive outcome of the perception of the employees satisfaction levels. It was also thought, it to be a associating factor for the overall employee dissatisfaction in the organization.

In order to validate this hypothesis Q 6 of the questionnaire was identified which sought the opinion of the respondent regarding their agreement to the statement “Are any official Procedures to Resolve Conflict” and Q 27 of the questionnaire in which respondents were requested to rate to the extent to which they agree to the statement “Disagreements/ Conflicts in my organization on matters relating to decision taken by Management”.

As the variables Q6, herewith indicated as “V₁” was discrete categorical variable dichotomous variable measured on nominal scale and Q27, herewith indicated as “V₂” was measured on ordinal scale, Chi- Square test for independence of variable was thought to be most appropriate test.

This hypothesis was statistically stated as:

“H₀”: Existence of Conflict Resolution Process has nothing to do with Employee Dissatisfaction

“H₁”: Alternate Hypothesis - The very existence of Conflict Resolution Process has association with dissatisfaction of employees.
Test Statistic: Chi-Square test for Independence of Variable

TABLE: 4.2.1 Chi Square Test

<table>
<thead>
<tr>
<th></th>
<th>Value</th>
<th>df</th>
<th>Asymp. Sig. (2-sided)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pearson Chi-Square</td>
<td>15.081</td>
<td>6</td>
<td>.020</td>
</tr>
</tbody>
</table>

Observation

Chi-Square value is 15.081 with 6 df at 95% level of Confidence with p value equal to 0.020.

Inference

Since p value 0.020 is less than 0.05 we reject the null hypothesis (Ho) and accept (H₁) indicating that there is association between existence of Conflict Resolution Process and Employee Dissatisfaction.

Conclusion

From the above it can be concluded that where there exists a association between Conflict Resolution Process, and better understanding of dissatisfaction of employees. Hence, irrespective of reasons of conflict situations in the Organization, there is a direct association between existence of Conflict Resolution Process and Dissatisfaction of Employees. Therefore the Hypothesis No. 1 is tested and validated and stands true for “H₁”.
Hypothesis 2a: Appointing external consultant creates disagreements on Decisions taken by Management.

It has been seen that many organizations tend to have a preference to appoint consultants to work on many of their projects or issues. These decisions are taken by the top management. The researcher was of the opinion that appointing an external consultant as an advisor in handling grievances and such decisions taken by Management based on consultant’s advise, will create disagreements among the employees.

Employees feel part of the organization when they are involved in decision making process and when decisions are evolved through internal teams and committees, and then the employees perceive it to be reasonable and also appropriate. The context of external consultants is valid in this situation also as consultants are perceived as outsiders and not sensitive to manage internal organizational issues as they base their actions & recommendations by acquired data from the organization. Instead issues can be better managed internally by those who are part of such issues as a Collaborating process.

In order to validate this hypothesis, Q 34 of the questionnaire was identified which sought the opinion of the respondents regarding their agreement to the statement “My Organization prefers to appoint external Consultants to manage the Business Strategy”, Q 27 of the questionnaire in which respondents were requested to rate to the extent to which they agree to the statement “Disagreements / Conflicts in my organization on matters relating to decision taken by Management” and Q 29 of the questionnaire in which respondents were requested to rate to the extent to which they agree to the statement “I see conflicts more as disagreements on the approach of Management to handle issues”.

As all the variables Q34, herewith indicated as “V1” Q27, herewith indicated as “V2” and Q29, herewith indicated as “V3” were discrete categorical variables, measured on ordinal scale, Spearman’s Rank Correlation Coefficient (Rho) was thought to be most appropriate test.

This hypothesis was statistically stated as:
“H₀”: Appointing an External Consultant has nothing to do with disagreement on decision taken by the Management.

“H₁”: There exists a correlation between Appointing an External Consultant and Disagreement on Decision taken by the Management.

**Test Statistic:** Spearman’s Rank Correlation Coefficient (rho).

**Table: 4.2.2a: test for Spearman’s Rank Correlation Coefficient (rho)**

<table>
<thead>
<tr>
<th>Spearman’s rho</th>
<th>I see disagreements/Conflicts in my Organization on matters relating to decisions taken by Management.</th>
</tr>
</thead>
<tbody>
<tr>
<td>My Organization prefers to appoint external Consultants to manage the Business Strategy.</td>
<td>Correlation Coefficient</td>
</tr>
<tr>
<td></td>
<td>Sig. (2-tailed)</td>
</tr>
<tr>
<td></td>
<td>N</td>
</tr>
</tbody>
</table>

Spearman’s Rank Correlation Coefficient Rho = 0.167 with p value equal to 0.013

**Inference**

As the “p” value is less than 0.05 and rho = 0.167, there exists a positive correlation between V₁ & V₂ at **95 % level of Confidence**.

**Conclusion**

From the above statistical analysis and validation it can be concluded that appointing external consultant creates disagreements on matters relating to Decisions taken by Management. Therefore the Hypothesis No. 2a is validated and tested and stands true for “H₁”.
**Hypothesis 2b: Appointing external consultant creates disagreements on matters relating to approach of Management to Handle Issues.**

This environment pushes people to Compromising, Avoiding or Accommodating style of conflict resolution as the management has shown zero concern for others.

Hence as per Thomas Kilmann representation of conflict style, this would people to Avoiding situation as the concern for others does not exist due to non involvement in decisions.

This hypothesis was statistically stated as -

“H₀”: Appointing an External Consultant has nothing to do with disagreement on approach of Management to handle issues.

“H₁”: There exists a correlation between Appointing an External Consultant and Disagreement on approach of Management to handle issues.

**Test Statistic: Spearman’s Rank Correlation Coefficient (rho).**

**Table: 4.2.2b test for Spearman’s Rank Correlation Coefficient (rho)**

<table>
<thead>
<tr>
<th>Spearman’s rho</th>
<th>I see conflicts more as disagreements on the approach of Management to handle issues.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>My Organization prefers to appoint external Consultants to manage the Business Strategy.</strong></td>
<td><strong>Correlation Coefficient</strong></td>
</tr>
<tr>
<td></td>
<td><strong>Sig. (2-tailed)</strong></td>
</tr>
<tr>
<td></td>
<td><strong>N</strong></td>
</tr>
</tbody>
</table>
**Observation**

Spearman’s Rank Correlation Coefficient $\rho = 0.232$ with p value equal to 0.001 and since Rho is positive, there is a positive correlation.

**Inference**

As the “p” value is less than 0.05 and $\rho = 0.232$, there exists a positive correlation between $V_1$ & $V_3$ at 99 % level of Confidence.

**Conclusion**

From the above statistical analysis and validation, it can be concluded that appointing external consultant creates disagreements on the approach of management to handle issues. Therefore the Hypothesis No. 2b is validated and tested and stands true for “$H_1$”.

Employees prefer to be involved in the process of decision making and with an environment which encourages employee participation. In such a situation, the employees tend to accept the decisions that are arrived at as a privy to the logic and reasoning and logic, reasoning and the context under which the decisions were taken.

To the contrary when external consultants are appointed there is always a feeling of the decisions being thrust on the employees who create disagreements.

**Hypothesis 3: Brainstorming Sessions involving employees leads to Innovative Practices and in turn benefits the Organization in terms of better efficiency and Effectiveness.**

There was a belief during the study that, in order to innovate in any given Business Process, the managers must have Open Discussions and create think tanks so that any conflicts which may arise can be resolved through discussions and innovative processes/consultations that will be used to manage conflicts.
In order to validate this hypothesis Q 32 of the questionnaire was identified which sought the opinion of the respondent regarding their agreement to the statement “Brain Storming Sessions are held to resolve issues” and Q 39 of the questionnaire in which respondents were requested to rate to the extent to which they agree to the statement “Debates / Conflicts have resulted in New Innovation”.

As both the variables Q32, herewith indicated as “V1” and Q39, herewith indicated as “V2” were discrete categorical variables, measured on ordinal scale, Spearman’s Rank Correlation Coefficient (Rho) was thought to be most appropriate test.

This hypothesis was statistically stated as:

“H₀”: There is no correlation between V₁ & V₂

“H₁”: There exists a correlation between V₁ & V₂

**Test Statistic:** Spearman’s Rank Correlation Coefficient (Rho)

**Table 4.2.3 Test for Spearman’s Rank Correlation Coefficient (rho)**

<table>
<thead>
<tr>
<th>Organization often debates/conflicts have resulted in new Innovations.</th>
<th>Correlation Coefficient</th>
<th>Brainstorming sessions are held in my Organization to resolve issues.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Correlation Coefficient</td>
<td>.455</td>
<td></td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td>0.001</td>
<td></td>
</tr>
<tr>
<td>N</td>
<td>220</td>
<td></td>
</tr>
</tbody>
</table>

Spearman’s Rank Correlation Coefficient Rho = 0.455 with p value equal to 0.001

**Observation:**

Spearman’s Rank Correlation Coefficient rho = 0.455 with p value equal to 0.001 and since Rho is positive, there is a positive correlation.
Inference

As the “p” value is less than 0.05 and rho = 0.455, since the rho value is positive, there exists a positive correlation between \( V_1 \) & \( V_2 \) at **99 % level of Confidence.**

Conclusion

It can be further concluded that brain storming sessions in the Organizations will benefit in New Innovations and improve efficiency and effectiveness of the Organization.

Employees are involved in the issues of the organization and brain storming sessions gives an opportunity for employees to own up and come out with solutions that are relevant to their Organizational context.

Being the players exposed to the issues, the solutions from them tend to be innovative, efficient and effective. Therefore the Hypothesis No. 3 is validated and tested and stands true for “\( H_1 \)”.

**Hypothesis 4:** Whenever the Organization follows practices of Open Culture and free vending of Grievances, it leads to Constructive Changes / Improvements and shall benefit in Positive Outcome of Conflict.

The researcher had experienced that Open culture and free vending of grievances by employees creates a very conducive work environment wherein every employee is totally engaged with his work and the organization.

Such an environment is stress free as there are no pent up feelings or grievances and could accumulate over a period of time and explode someday.

In an open environment issues are addressed from time to time and there exists a condition of Tranquility & rhythm at the work place. It was a belief in the minds of the researcher that conflicts in such positive environment will surely lead to improvements and better alignment of employees within the organization.
In order to validate this hypothesis Q9 of the questionnaire was identified which sought the opinion of the respondent regarding their agreement to the statement “*Do people feel secure enough (without consequence) to vent their grievances*” and Q40 of the questionnaire in which respondents were requested to rate to the extent to which they agree to the statement “*Often Debates/Conflicts have resulted in Constructive Changes / Improvements*”.

As the variables Q9, herewith indicated as “V1” was discrete categorical variable dichotomous variable measured on nominal scale and Q40, herewith indicated as “V2” was measured on ordinal scale, Chi-Square test was thought to be most appropriate test.

This hypothesis was statistically stated as:

“H0”: Open Culture in the Organization & free vending of Grievances does not contribute to Constructive Changes / Improvements.

“H1”: There exists association between Open Culture in the Organization with free vending of Grievances and Constructive Changes / Improvements in the Organization so as to have Positive Outcome of Conflict.

**Test Statistic: Chi-Square test for Independence of Variable**

TABLE: 4.2.4 Chi – Square test

<table>
<thead>
<tr>
<th>Chi-Square Tests</th>
<th>Value</th>
<th>df</th>
<th>Asymp. Sig. (2-sided)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pearson Chi-Square</td>
<td>31.438(a)</td>
<td>6</td>
<td>.0001</td>
</tr>
</tbody>
</table>

**Observation**

Chi-Square value is 31.438 with 6 df at 95 % level of Confidence with p value equal to 0.0001.
**Inference**

Since p value 0.0001 is less than 0.05 we reject the null hypothesis and accept ($H_1$) indicating that there exists association between Open Culture in the Organization with free vending of Grievances and Constructive Changes / Improvements in the Organization so as to have Positive Outcome of Conflict.

**Conclusion**

From the above it can be concluded that where there exists Open Culture and Employees get an opportunity to freely vent their grievances, there is always a scope to have Positive outcome from the grievance / conflict, in terms of Constructive Changes / Improvements that will benefit the Organization, increasing the Effectiveness of the Organization.

Such open culture prevents accumulation of grievances or pent up feelings in employees. Further, grievances tend to get addressed on a regular basis. Therefore, the Hypothesis No. 4 is validated and tested and stands true for “$H_1$”.

**Hypothesis 5a: Age of an employee is associated with presence/existence of Conflict**

It was in the interest to investigate whether the Age of the respondent has anything to do with the clusters of questions which are based on Indication of Conflict and Positive Outcome of Conflict.

The sum of scores was calculated and defined as new variable “Sum_1” as Indication of Conflict and “Sum_2” as Positive Outcome of Conflict respectively.

The median of the Age was found below 40 years. Also interest was to examine whether there was a difference in the arithmetic mean of two age groups up to 40 yrs and above 40 years in their scores while mapping with the clusters of questions.

For Statistical Quantitative analysis the questionnaires were coded and checked for uniformity of coding. This then was followed by forming clusters of questions.
The clusters were formed by clubbing the questions which had resemblance as mentioned below –

1. **Indication of Conflict**
   - Section A - Q4, Q27, Q28, Q29

2. **Positive Outcome of Conflict**
   - Section A – Q39, Q40 and Q41.

This hypothesis was statistically stated as

“H₀”: There is no difference in Mean for “Age” with the attribute “**Indication of Conflict**”

“H₁”: There is difference in Mean for “Age” with the attribute “**Indication of Conflict**”
Test Statistic: t-test for differencing means

Table No. 4.2.5a: t – test output

<table>
<thead>
<tr>
<th>Age in Years</th>
<th>N</th>
<th>Mean</th>
<th>Std. Deviation</th>
<th>Std. Error Mean</th>
</tr>
</thead>
<tbody>
<tr>
<td>Indication of Conflict</td>
<td>&gt;= 40.00</td>
<td>151</td>
<td>12.5364</td>
<td>4.74661</td>
</tr>
<tr>
<td>&lt; 40.00</td>
<td>23</td>
<td>14.0000</td>
<td>4.94515</td>
<td>1.03114</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Levine’s Test for Equality of Variances</th>
<th>t-test for Equality of Means</th>
</tr>
</thead>
<tbody>
<tr>
<td>F</td>
<td>Sig.</td>
</tr>
<tr>
<td>---</td>
<td>------</td>
</tr>
<tr>
<td>Indication of Conflict</td>
<td>Equal variances assumed</td>
</tr>
<tr>
<td></td>
<td>Equal variances not assumed</td>
</tr>
</tbody>
</table>

Inference

It can be observed from the above table that the t value is -1.370 at 172 df and mean difference -1.46358, with p Value equal to 0.172.

As p value is greater than 0.05 and as the confidence interval at 95 % level of confidence contains Zero (Lower = -3.57211 and Upper = 0.64495), it can be concluded that there is no significant difference in the means of the scores for indication of Conflict between two age groups up to 40 years and age above 40 years.
Conclusion

From the above observations it can be concluded that, age of the respondent has no influence on sensing/perception of existence/Indication of Conflicts. Therefore, the Hypothesis No. 5 (a) is validated and tested and null stands true for “Ho”.

Hypothesis 5b: Age of an employee is associated with Positive Outcome of Conflict, in terms of the ability to manage conflicts more maturely.

It is generally perceived that young people have the tendency to engage in Conflicts more aggressively and are more prone to have disagreements with others in a head-on manner.

It is seen as a phenomenon, which as a person grows in age, he or she sobers down at bit and there is a change in their approach to conflict situation handling. Age is usually associated with the attitude of Tolerance, which is state of mind, wherein the “concern for others” starts becoming evident in their behaviors.

It was of interest to validate and analyze the traditional school of thought that, the age of the respondent has a bearing on his ability to manage conflict situations.

“H₀”: There is no difference in Mean for “Age” with the attribute “Positive Outcome of Conflict”

“H₁”: There is difference in Mean for “Age” with the attribute “Positive Outcome of Conflict.”
Table No. : 4. 2.5b: t – test output

Group Statistics

<table>
<thead>
<tr>
<th>Age in Years</th>
<th>N</th>
<th>Mean</th>
<th>Std. Deviation</th>
<th>Std. Error Mean</th>
</tr>
</thead>
<tbody>
<tr>
<td>Positive Outcome of Conflict</td>
<td>&gt;= 40.00</td>
<td>151</td>
<td>13.7152</td>
<td>3.65035</td>
</tr>
<tr>
<td>&lt; 40.00</td>
<td>23</td>
<td>14.1739</td>
<td>3.20017</td>
<td>0.66728</td>
</tr>
</tbody>
</table>

Independent Samples Test

<table>
<thead>
<tr>
<th>Levene's Test for Equality of Variances</th>
<th>t-test for Equality of Means</th>
</tr>
</thead>
<tbody>
<tr>
<td>F</td>
<td>Sig.</td>
</tr>
<tr>
<td>Positive Outcome of Conflict</td>
<td>Equal variances assumed</td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Inference

It can be observed from the above table that the t – Value is – 0.570 and mean difference to be -0.45868 with p Value equal to 0.570

As p value is greater than 0.05 and as the confidence interval at 95 % level of confidence contains Zero (Lower equal to -2.04740 and Upper equal to 1.13003), it can be concluded that there is no significant difference in the means of the scores for Positive Outcome of Conflict of the two age groups up to 40 years and above 40 years.
Conclusion

From the above statistical analysis, it can be concluded that Age has nothing to do with the Positive Outcome of Conflict.

Conflict handling mode or approach seems to be a situational factor wherein the concern of an individual and the conflict environment takes precedent over other variable factor such as age. Therefore the Hypothesis No. 5 (b) is validated and tested and stands true for null “Ho”.

**Hypothesis 6a:** Lack of Openness and lack of Formal Conflict Resolution process in an organization will result in Managers easily moving away from “Collaborating” conflict handling mode.

**Observation**

In Organizations where the respondents perceive that there is Lack of Openness and Lack of Formal Conflict Resolution Process, 72 % of the Managers who exhibit a Primary Dominant characteristic as “Collaborating” showed that they moved out of “Collaborating” style to their secondary conflict handling style.

**Hypothesis 6b:** lack of openness and lack of formal conflict resolution process in an organization will result in Managers easily moving away from “Competing” conflict handling mode.

**Observation**

In Organizations where the respondents perceive that there is Lack of Openness and Lack of Formal Conflict Resolution Process, 100 % of the Managers who exhibit a Primary Dominant conflict handling style as “Competing”, showed that with least resistance, they move out of “Competing Style” to their Secondary Conflict handling Style.
Inference

From the above Hypotheses 6 & 6b it is relevant to know that work environment which are closed and controlled or there is a lack of openness and no formal Conflict Resolution Process, in such Organizations, the Managers choose to take the middle path and avoid and operating in extreme conflict handling modes like “Competing” or “Collaborating” both of which are Quadrants of high concern for self. As they are unsure they prefer to move down to other conflict handling modes with lower concern for self as shown in figure 4.46.

Cooperative – Assertive Matrix

![Cooperative – Assertive Matrix](image)

Figure: 4.46