



## A Study on Employee Conflict Management Towards Amarajothi Spinning Mill with Reference to Tiruppur

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### ABSTRACT

This study focuses on employee conflict management practices at Amararjothi Spinning Mill in Tiruppur, analyzing the causes, types, and handling of workplace conflicts. It examines how conflicts arise due to differences in attitudes, communication gaps, and organizational structure. The research evaluates the effectiveness of existing conflict resolution strategies adopted by the management. It also highlights the impact of conflict management on employee performance, job satisfaction, and organizational harmony. The study suggests measures to improve conflict handling techniques for better workplace relationships and productivity.

**Keywords:** Conflict Management, Employee Relations, Organizational Behaviour, Workplace Harmony

### I. INTRODUCTION AND DESIGN OF THE STUDY

An organization is a conglomeration of individuals with different psychological, social and cultural backgrounds. Every individual has his own beliefs, attitudes, perceptions, likes and dislikes. As a result, difference of opinion is bound to arise over any issue. Decisions, however, will have to be made keeping in mind the interests of the organization. The task before the human resource manager, therefore, is to secure consensus among the employees in spite of individual differences.

### MEANING OF CONFLICT

Conflict means disagreement between the people employed in an organization. It may also mean clash of interests. It is the result of differences in the opinion of employees of an organization over any issue. Such a difference of opinion arises mainly because of differences in perceptions.

If, for example, a decision has to be made on whether to revise the working hours or to

continue the existing timings, the employer is sure to get different views from different persons. Before making the final decision, the employer has to secure consensus among the employees. Only then the proposal will get the support of everyone in the organization. Conflicts are not the same as disputes. In the case of conflicts the solution can be found out at the organizational level itself through discussions. Conflicts take the form of disputes when a solution cannot be found out at the organizational level and the matter has to be referred to an impartial mediator.

### DEFINITION OF CONFLICTS

“Conflict is any situation in which two or more parties feel themselves in opposition. It is an interpersonal process that arises from disagreements over the goals or the methods to accomplish those goals”. – **John W.Newstrom and Keith Davis**

“Conflict is a process in which an effort is purposefully made by one person or unit to block another that results in frustrating the attainment of the other’s goals or the furthering of his or her interests”. – **Stephen Robbins.**

### Measures to stimulate conflicts

As an optimum level of conflicts is necessary for securing optimum performance, steps may be taken to stimulate conflicts in a workplace where conflicts are totally absent. The following measures may be adopted in this regard:

1. Additional responsibilities may be given to employees.
2. Job rotation may help.
3. Certain privileges may be withdrawn.
4. Target may be increased
5. Inter-dependence between individuals and departments may be increased.
6. Methods of work may be constantly updated.
7. Conventional channel of communication may be deviated.



## II. STATEMENT OF THE PROBLEM

Spinning Mill industry has a shorter life cycle today because of various changes in the operation of organizations. These Spinning Mill industry changes may cause turbulence and uncertainties that in turn, create conflict. The National Research Institute for Industry over the years, have been facing conflict in various dimensions that have reduced its performance. Conflict in any organization may not enable the organization to achieve its set objectives if not properly managed. Hart (2000) asserted that, successful organization in the future must create the capability to absorb conflict during the organization's life cycle. The capability here refers to conflict management mechanism in order to minimize the rate of conflict and improve performance. The Centre for Effective Dispute Resolution (2005) supports the perception of an increase in organizational conflicts with some hard facts.

### OBJECTIVES OF THE STUDY

The objectives of the study are as follows:

#### Primary objective

The study on employee conflict Management towards Amarajothi spinning Mill reference to Tiruppur

#### Secondary objective

- ❖ To determine the extent of the relationship between conflict management strategies and employees' opinion in Spinning Mill Industry.
- ❖ To determine the extent of the relationship between managerial and non-managerial employees' perception of the effectiveness of conflict management strategies in Spinning Mill Industry.
- ❖ To determine ways of managing conflict in the organization to improve performance.
- ❖ To identify where conflict is arising in management level and how to solve the problem.
- ❖ To identify management conflict and its effect on the performance of employees.

### SCOPE OF THE STUDY

- The scope of the study is conflict management and organizational in Spinning Mill Industry.
- This organization is chosen because of ease in accessibility and also being an organization with diverse goals, conflict situation will always be manifesting in the life of the organization.

- The scope of the study analysis performance of employees and their relationship to management

### LIMITATION OF THE STUDY

- The limitation of the study is insufficient financial resources, time and materials.
- The respondents are not reply for the entire interview schedule.
- The research has insufficient periodical data. so the time is very constrain
- The research has depends upon both of management and employees because very limitation for the summary and conclusion.

## III. REVIEW OF LITERATURE

**Lindos daou (2017)** The service marketing literature promotes the importance of customers and co-workers in providing excellent service delivery. Using a sample of 335 cabin service attendants of a major flag-carrier airline, we examine structural effects of support received from customers and co-workers on service employees' attitudes and behaviours. In support of our hypotheses, we identify that the relationships between customer cooperation and external representation and the relationship between co-worker support and internal influence are fully mediated by job satisfaction and organizational commitment.

**Samuel arye (2018)** A good quality of work life (QWL) can increase job satisfaction and task performance, reduce absenteeism and turnover rate, lower tardiness frequency, and enhance organizational effectiveness and organizational commitment. This study investigates what contributes to a good QWL for employees in the casino industry, which is currently an untouched topic in the existing hospitality and tourism literature. This qualitative study involves face-to-face interviews with 40 casino employees (including dealers, supervisors, and managers) from six major casinos in Macau. The content analysis of the data yielded four dimensions of QWL that casino employees considered to be an important constructs job characteristics, HR policies, work group relationships, and the physical work environment.

**K.Hennes (2019)** This paper presents an analysis of industrial relations (IR) and human resource (HR) perspectives on conflict in the employment relationship. While both perspectives recognize the existence of employment relationship conflict, IR's premises about such conflict are that it stems from an employer-employee power imbalance, is enduring, often requires institutional interventions in the forms of unionism and



legislation to correct the power imbalance, and can be constructive even when the conflict is dealt with in adversarial, no problem-solving fashion. HR's premises about employment relationship conflict, by contrast, are that such conflict stems from poor management, can be partially reduced by organizational and workplace innovations that build an employer-employee unity of interests, can be still further reduced through cooperative, mutual gains-oriented problem-solving techniques, and, as a consequence of improved management, will fade from the employment scene. These premises are then examined in relation to case and empirical evidence on grievance procedures, employment discrimination, and employee involvement/participation programs.

**IV. RESEARCH METHODOLOGY**

To fulfill any task, it is necessary to follow a systematic method. Research methodology is the main aspect of research studies. The methodology follow by research is detailed here.

**TYPES OF RESEARCH**

The research was of descriptive design; aim to procure a clear, complete and accurate description of the situation.

**DATA SOURCE**

Data was taken mostly through primary data. However company and product profiles were referred too. A structured UN- disguised interview schedule was designed to collect data source. The schedule method was opted since the method would help to concise amount of information.

**INTERVIEW SCHEDULE DESIGN**

A good care was taken by the researcher to design the schedule. All the objectives were taken

into consideration while designing the handout. More of the closed and few ended questions were asked for the survey.

**STUDY AREA**

The survey was conducted in **Tiruppur**.

**PERIOD OF STUDY**

The study was held during the period of Three month.

**SAMPLING TECHNIQUES**

The sampling techniques was used for the survey was convenience sampling.

**METHODS OF DATA COLLECTION**

**DATA SOURCES**

Data in the study are of two types:

- Primary data
- Secondary data

**PRIMARY DATA**

Primary goal is original and collected by the researcher freshly. In this study primary data was collected through questionnaire. A questionnaire is a popular means of collecting primary data.

A questionnaire is a list of question for the own.

**SECONDARY DATA**

Secondary data is the data, which is already available. It can be obtained through company records, internet and some data collected from the observation method by the researcher.

**TOOLS USED FOR RESEARCH**

- Simple Percentage Method
- Correlation
- Chi Square test
- Anova

**V. DATA ANALYSIS AND INTERPRETATION**

**CONFLICT VALUED FOR YOUR ORGANIZATION OF THE RESPONDENTS**

Conflict	No. of respondents	Percentage (%)
Agree	42	28
Disagree	60	40
Neither agree nor disagree	39	26
Highly agree	3	2
Highly disagree	6	4
<b>Total</b>	<b>150</b>	<b>100</b>

Source: Primary data

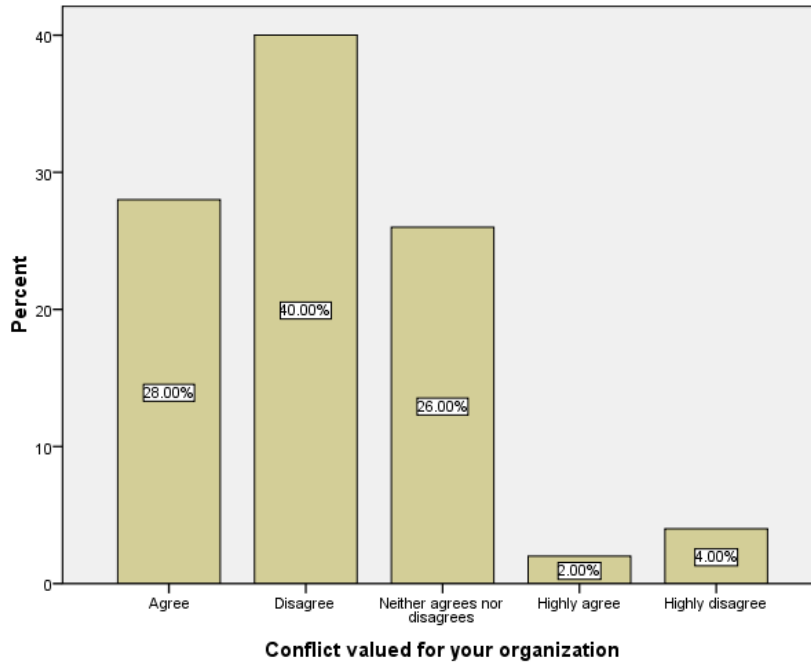
**Inference:**

The tables above shows that 28% of the respondents are conflict valued for your organization agree, 40% of the respondents are conflict valued for your organization disagree, 26% of the respondents are respondents are conflict valued for your organization neither agree nor disagree, 2% of the respondents are respondents are conflict valued for your organization highly agree, 4% of the respondents are conflict valued for your organization highly disagree

Majority 40% of the respondents are conflict valued for your organization Disagree.



**CONFLICT VALUED FOR YOUR ORGANIZATION OF THE RESPONDENTS**



**CONFLICT PROVIDES AN OPPORTUNITY FOR CHANGE**

Opportunity	No. of respondents	Percentage (%)
Agree	24	16
Disagree	42	28
Neutral	66	44
Highly agree	15	10
Highly disagree	3	2
<b>Total</b>	<b>150</b>	<b>100</b>

Source: Primary data

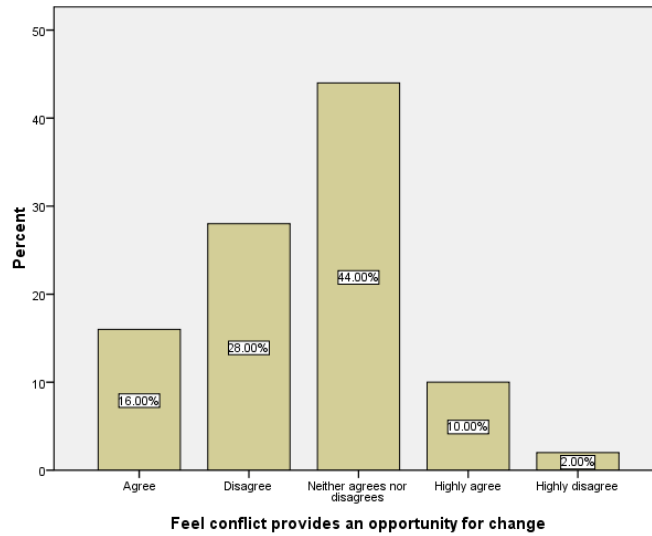
**Inference:**

The tables above shows that 16% of the respondents are conflict provides an opportunity for change agree, 28% of the respondents are conflict provides an opportunity for change disagree, 44% of the respondents are conflict provides an opportunity for change neutral, 10% of the respondents are conflict provides an opportunity for change highly agree, 2% of the respondents are conflict provides an opportunity for change highly disagree.

Majority 44% of the respondents are conflict provides an opportunity for change neutral.



**CONFLICT PROVIDES AN OPPORTUNITY FOR CHANGE**



**CHI-SQUARE TEST**

The table depicts the analysis between the Educational qualification and Good idea employee cooperate and help them.

**NULL HYPOTHESIS**

**HO:** There is no significance between the Educational qualification and Good idea employee cooperate and help them.

**ALTERNATIVE HYPOTHESIS**

**H1:** There is significance between the Educational qualification and Good idea employee cooperate and help them.

**Chi-Square Tests**

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	2.866E2 <sup>a</sup>	16	.000
Likelihood Ratio	266.367	16	.000
N of Valid Cases	150		

a. 14 cells (56.0%) have expected count less than 5. The minimum expected count is .24.

**RESULT**

Since the calculated value is greater than the table value. So we reject the null hypothesis. There is no significance between the Educational qualification and Good idea employee cooperate and help them



## CORRELATION

The table shows that the relationship between Salary of the respondents and Feel level of conflict occurs in your organization.

**Correlations**

		Salary	Feel level of conflict occurs in your organization
Salary	Pearson Correlation	1	.929**
	Sig. (2-tailed)		.000
	N	150	150
Feel level of conflict occurs in your organization	Pearson Correlation	.929**	1
	Sig. (2-tailed)	.000	
	N	150	150

Correlation is significant at the 0.01 level (2-tailed).

**RESULT:** This is a positive correlation. There are relationships Salary of the respondents and Feel level of conflict occurs in your organization.

## VI. SUGGESTIONS

Based on the research findings of this study, the following recommendations are given by the researcher to serve as a means of improving on the aspect of conflicts management in organizations for best performance:

1. The organization should ensure that research institutes especially Textile industry are funded adequately and also that, management should ensure effective communication channel in order for resources to be put in their best use.
2. The organizations management and other organization should employ the use of integration method of managing conflicts because of it enormous advantages over other methods.
3. Since organizational performance is a function of conflict management, its mechanism in organization should be straighten more in order to further the improvement in the organizations performance.

## VII. CONCLUSION

1. Every organization, be it public or private, is established to achieve certain define objectives. Thus, the success or otherwise of an organization to an extent is usually

determine by the effective management of conflicts in the organization.

2. Conflicts in organization such as Textile Industry is caused by several factors ranging from scarcity of resources, communication breakdown, differences in knowledge, heterogeneity of the workforce, competition for position, etc. which can affect performance.
3. Management of conflicts in this guise form an integral part of any organization that wants to succeed because if not well taking care of, organization may be heading towards doom in terms of its performance.
4. For conflicts to be managed effectively in organization, an appropriate conflict management style has to be adopted in order to curb the menace.
5. There is a significant relationship between conflict management strategies and employees performance in Spinning mill Industry.

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**WEBSITES:**

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b. [www.amarajothispinningmill.com](http://www.amarajothispinningmill.com)