THE IMPACT OF EMPLOYEE SUGGESTIONS SYSTEMS ON WORKPLACE CONFLICT: ICE-BREAKER IN THE NEED OF HOUR

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ABSTRACT

Responding to the growing concern with the conflict and disagreements at workplace, this article is intended to throw light on the conflict resolution strategies and the role of Employee Suggestion Systems. Employee suggestions Systems is a program that managers can utilize to help employees come up with creative ideas. Conflict is not simply inevitable; rather, it is [in] the nature of complex organizations... Conflict is not a breakdown of a cooperative, purposeful system. Rather conflict is central to what an organization is. (Putnam 1995, 183-4) It is the need of the hour to build effective employee suggestions systems to generate positive working environment. The research examines a variety of dimensions of employee suggestions and its impact on conflict resolution. The purpose of this study is to develop a better understanding of conflict management and dispute resolution systems. It examines the role of conflict management and dispute resolution, how employers are managing and resolving conflict within their organizations, the various dispute resolution procedures being used, and their effectiveness. Sixteen (16) organizations in and around Hyderabad and Secunderabad were selected by simple random sampling technique. They were stratified into three (9) public sector and five (7) private service organizations. Through proportional allocation method of the stratified sampling technique, a total of 60 respondents were selected. Questionnaires were either self-administered or through the face-to-face interview. Both descriptive and inferential statistics were used in the analysis.

KEYWORDS: Employee Suggestions Systems, Communication System, Working Environment, Job Analysis, Conflict at Work

INTRODUCTION

Employee Suggestions Systems [ESS] is a tool that managers can utilize to help employees bridge the gap between their present level of performance and their desired level of performance. The challenge for the organization is to keep the working environment free from conflicts and misunderstandings. However, this seems to be a herculean task. Employees from different age groups, educational backgrounds, working experience and culture work in the organization. Hence there lies this urge to encourage employees to participate in issues concerning their professional development.

Need for the Study

Organization leaders are responsible for creating a work environment that enables people to thrive. If turf wars, disagreements and differences of opinion escalate into interpersonal conflict, you must intervene immediately. It's important to understand that most employees do not come to their jobs with the total knowledge and experience required to perform perfectly. Hence there may be instances that conflicts arise because of ego, inferiority complex, frustration so on and so forth. Employee Suggestions Systems [ESS] can help to solve conflicts to a large extent.

Research Objectives

The primary objective of this study is to assess the impact of Employee Suggestions Systems on Conflict resolution as given below:-

- To examine conflict management style.

- To determine empirically the relationship between Employee Suggestions Systems and Conflict resolution

- To examine strategies used to manage conflict effectively.

Scope of the Study

We used data from a 2011 survey of 60 employees. 68% of the sample is males and 32% is females. They had been employed by the organization for 1–5 years. Karl Pearson Coefficient of
correlation is used to study the relationship between Employee Suggestions Systems and Conflict resolution

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Literature Review

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In the world of work, businesses have many information sources to draw upon in their quest to attract, retain and develop the best talent. Those sources include resumes , references , and less frequently psychometric tests , structured or semi-structured interviews, and potentially assessment centres..The purpose of this essay is to demonstrate the importance of this new role by first describing Employee Suggestions Systems of Organization , its training and development planning system, and the intended links between these two systems.

Conflict: Meaning and Definition

Competitive or opposing action of incompatibles, such that gains to one side come at the expense of the other.

Five Types of Conflict Resolution Strategies

- **Competing/Controlling:** Assertive and Uncooperative

- **Accommodating:** Unassertive and Cooperative

- **Avoiding:** Unassertive and Uncooperative

- **Collaborating:** Assertive and Cooperative

- **Compromising:** Intermediate in both assertiveness and cooperativeness.

Employee Suggestions Systems [ESS]: Meaning and Definition

Suggestion systems are among the instruments for channelling creativity. companies will be able to transfer employee creativity optimally into practicable ideas.

"Suggestion programs create a win-win situation," Kate Walter wrote in *HR Magazine*. "More involvement and input for employees and improved efficiency and cost-savings for employers."

Research Population

The study was conducted in twin cities of Hyderabad and Secunderabad.. Therefore, the target population of the study involved employees of the two public sector and private sector companies whose total number of employees is 60. These companies deliver products and services in a very stiff competition at a national and global level.

Table 1: Population of the Study

Variables (N=60)	Number of Employees	%
Public sector	30	50
Private sector	30	50
Total	60	100

Tools Used: The tools used for hypothesis testing Karl Pearson's Coefficient Correlation.

Hypotheses: Ho: Employee Suggestions Systems is not positively related to Conflict resolution.

Ha: Employee Suggestions Systems is positively related to Conflict resolution.

RESULTS AND DISCUSSIONS

Table 2: Employee Suggestions Systems Constructs: Mean and Standard Deviation of Employees Agreeing and Disagreeing

S.N	Employee Suggestions Systems Constructs	Mean	Sd
1	Do you agree there is a designated place or person to collect and implement employee suggestions?	3.5	1.2
2	Do you agree employees are encouraged to submit improvement ideas?	3.6	1.2
3	Do you accept that potentially useful ideas are never stifled by employees or supervisors?	3	1.7
4	Do you agree your organization ensures consistent rewards and recognition for employees to make creative ideas?	**4.1**	0.7

Table 3: Employee Suggestions Systems Constructs: Frequency and Percentages of Employees Agreeing and Disagreeing

S.N	Employee Suggestions Systems Constructs	Sda	Da	Ne	Ag	Sa
1	Do you agree there is a designated place or person to collect and implement employee suggestions?	0 [0%]	10 [16.6%]	30 [50%]	0 [0%]	20 [33.3%]
2	Do you agree employees are encouraged to submit improvement ideas?	0 [0%]	20 [33.3%]	10 [16.6%]	10 [16.6%]	20 [33.3%]
3	Do you accept that potentially useful ideas are never stifled by employees or supervisors?	10 [16.6%]	0 [0%]	0 [0%]	0 [0%]	50 [83.4%]
4	Do you agree your organization ensures consistent rewards and recognition for employees to make creative ideas?	0 [0%]	0 [0%]	10 [16.6%]	30 [50%]	20 [33.3%]

Table 4: Conflict at Work Constructs: Mean and Standard Deviation of Employees Agreeing and Disagreeing

S.N	Conflict at Work Constructs	Mean	Sd
1	Do you accept there is difference of opinion among group members?	3.4	0.8
2	Do you accept members of your group are supportive of each other's ideas?	3.1	0.7
3	Do you accept there are personality clashes between your group and other groups?	**3.5**	0.5
4	Do you accept other groups withhold information necessary for the attainment of your group tasks?	3.1	1.1

Table 5: Conflict at Work Constructs: Frequency and Percentages of Employees Agreeing and Disagreeing

S.N	Conflict at work Constructs	SDA	DA	NE	AG	SA
1	Do you accept there is difference of opinion among group members?	0 [0%]	10 [16.6%]	10 [16.6%]	40 [66.66%]	0 [0%]
2	Do you accept members of your group are supportive of each other's ideas?	0 [0%]	10 [16.6%]	30 [50%]	20 [33.3%]	0 [0%]
3	Do you accept there are personality clashes between your group and other groups?	0 [0%]	0 [0%]	30 [50%]	30 [50%]	0 [0%]
4	Do you accept other groups withhold information necessary for the attainment of your group tasks?	10 [16.6%]	0 [0%]	20 [33.3%]	30 [50%]	0 [0%]

FINDINGS AND DISCUSSIONS

This presents the research findings and discussion of the results with reference to the specific research objectives.

Impact of Employee Suggestions Systems on Conflict at Work

The study sought to find out the impact of Employee Suggestions Systems on Conflict at Work

Table 6

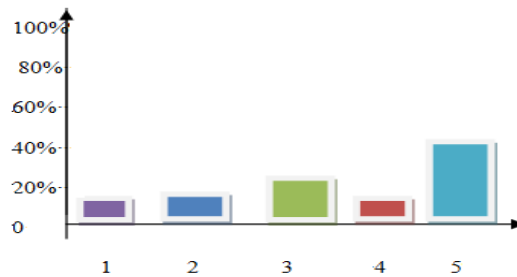| S.N	Factor		Frequency	%
1	Strongly disagree		10	4.1
2	Disagree		30	12.5
3	Neutral		50	20.8
4	Agree		40	16.6
5	Strongly agree		110	45.8
Total			**240**	**100**

Figure 1: Frequency of Employee Suggestions Systems

As shown in the above figure, 10% of respondents strongly disagree and 12.5% disagree their employee suggestion system is not efficient. 20.8% are neutral and 16.6% agree. A majority of 45.8% strongly agree that their employee suggestion system is efficient in reducing conflict at work.

Data Analysis of Conflict at Work

The study sought to find out the impact of conflict at work on employee productivity. The results obtained were as shown in figure below.

Table 7

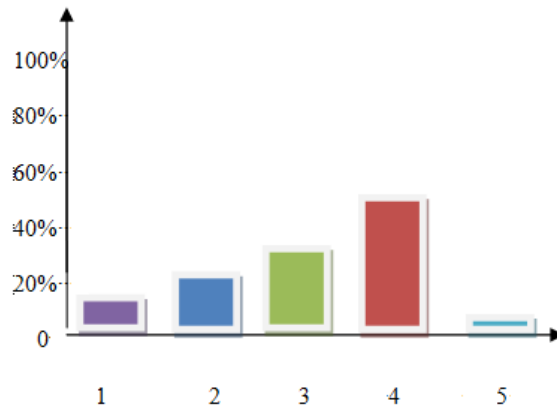| S.N	Factor	Frequency	%
1	Strongly disagree	10	4.1
2	Disagree	20	8.3
3	Neutral	90	37.5
4	Agree	120	50
5	Strongly agree	0	0
Total		**240**	**100**

Figure 2: Frequency of Conflict at Work

As shown in the above figure, 4.1% of respondents strongly disagree and 8.3% disagree conflict at work can be reduced with effective employee suggestion systems. 37.5% are neutral. A majority of 50% agree that employee suggestion systems can reduce conflict at work.

Table 8: Pearson Correlation between Employee Suggestions Systems and Conflict at Work

S.N	X [Employee Suggestion Systems]	Y [Conflict At Work]	X2	Y2	Xy
1	4	3.5	16	12.2	14
2	4	3.1	16	9.6	12.4
3	4.6	3.5	21.1	12.2	16.1
4	4.5	3.1	20.2	9.6	13.9
Total	$\sum X = 17.1$	$\sum Y = 13.2$	$\sum x^2 = 73.3$	$\sum y^2 = 43.6$	$\sum xy = 56.4$

$$r_{xy} = \frac{n\sum XY - \sum X \sum Y}{\sqrt{\left[n\sum X^2 - (\sum X)^2\right] * \left[n\sum Y^2 - (\sum Y)^2\right]}} \quad {}_{r=1}$$

r=1

{1} coefficient of determination= 1x1=1 [r2] {2} coefficient of non-determination = 1-1 = 0[1-r2] {3} determination of alienation = 0 =0[√1-r2] {4} significance of correlation = P.E.= 0.6745 x 1-r2/√N =0.6745 X 0/2= 0

1> 0; r>6P.E ; Coefficient of correlation is certain ; r is significant. The value 1** shows the correlation is significant at

0.05 level. There is a significant association between Employee Suggestions Systems a and Conflict at Work.. Hence, Ho is rejected. Ha is accepted.

RECOMMENDATIONS

Employee Suggestions Systems is a tool that managers can utilize to reduce the conflict at workplace. The challenge for the organization is to design communication networks that give employees the information or skills they need and then measure whether those options were effective in producing desired   outcomes. Continually updating Employee Suggestions based on performance appraisal feedback can boost your workforce's productivity and efficiency over time. It can be an effective technique to keep conflicts at workplace away.

CONCLUSIONS

Providing opportunities to an build 'Employee Suggestions Systems' benefits both the employee and employer. It helps in motivating employees to achieve higher standards in work and thereby increasing overall efficiency. It is important to understand that Suggestions in and of itself can motivate a work force. Hence, it is an integral part of what is needed to accomplish the long-term goals of the agency.

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