

SUPREMACY TOWARDS THE CONTROL OF THE LEVEL OF RAHIM'S ORGANISATIONAL CONFLICT INVENTORY BETWEEN PUBLIC AND PRIVATE SECTOR COMMERCIAL BANKS OF PUNJAB

Shivani Nischal*

ABSTRACT

In the Present world of privatisation, liberalization, globalization, and technological advancement every banking sector organisation is employing work force at a very faster rate. So, conflicts has been also been multiplying at a very faster rate. Only optimal level of conflict is very useful for the development of creativity, high problem solving behaviours and productivity. High level of conflict creates dysfunctional impacts upon the organisations. This research paper examines the nature and extent of organisational conflict between public sector and private sector banks selected under study. Further comparative analysis has been done across all banks in order to judge the level and extent of organisational conflict in each bank.

Key words: Conflict, Individual Conflict, Inter-Personal Conflict; Intra-Group Conflict; Inter-Group Conflict and Rahim Organisational Conflict Inventory-I (ROCI-I).

INTRODUCTION

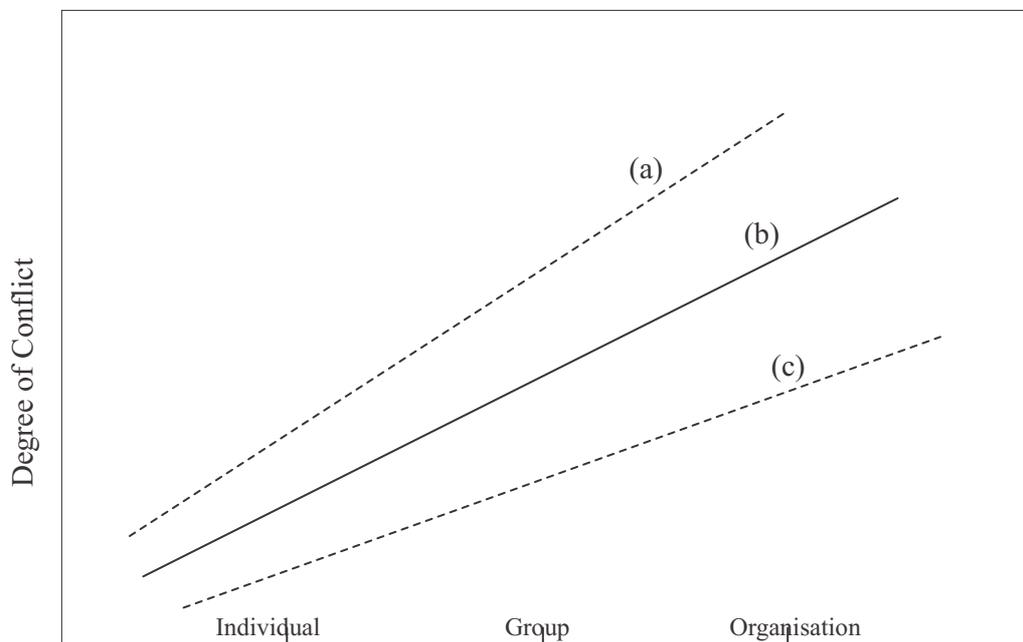
“Conflict is expressed struggle between at least two independent parties who perceive incompatible goals, scare resources and interference from others in achieving their goals”

-Burton

* Assistant Professor, Post-Graduate Department of Commerce and Business Management, Khalsa College, Amritsar, Punjab, E-mail: Shivaninishchal@gmail.com

Conflict is defined as disagreement between individuals. It can vary from mild disagreements to a win-or-lose, emotion-packed, confrontation (Kirchoff and Adams, 1982). Conflict can be a serious problem in an organisation. It can create chaotic conditions that make it nearly impossible for employees to work together. So, conflict is an indispensable function of every individual and the organisation-economic, social or political. Every organisation comprises different individuals and the groups operating at different levels. Hence, three different components are individuals, groups of individuals and the organisation. There exists a normal level of conflict at these levels. The normal tension is the product of internal as well as external conflicts. Though inevitable it is the part of internal factors obtaining around the individual, the group and the organisation. Since, the organisation comprises of individuals and groups so, conflict may reflect the individual or the group conflicts. The fact that the normal level of conflict exists is shown in the following diagram:-

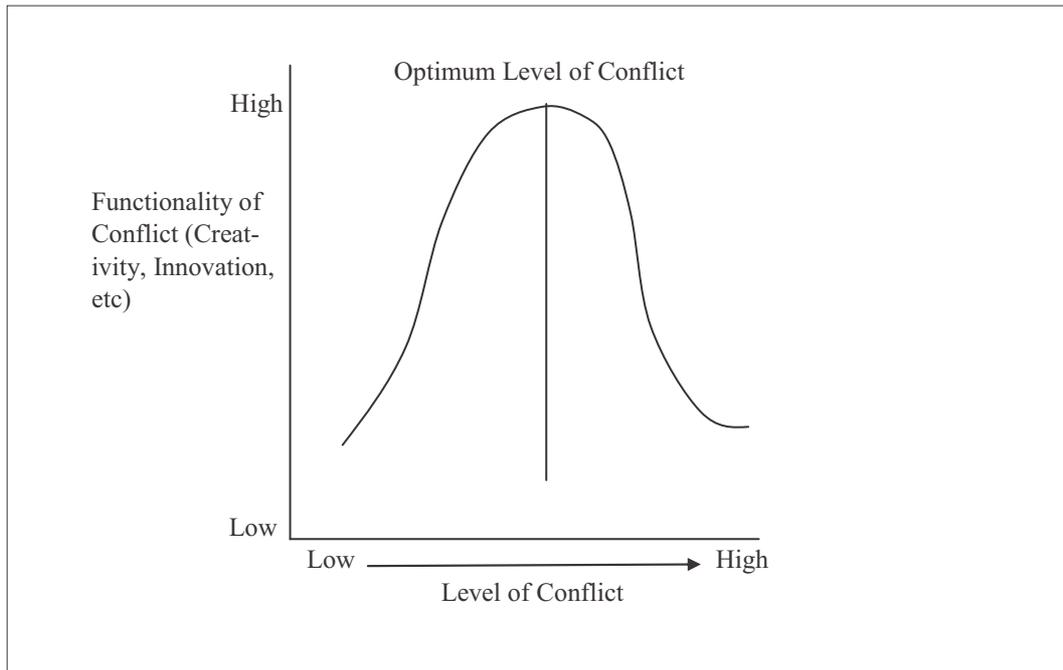
Figure 1: Normal Level of Conflict



(a)-Maximum Conflict, (b)-Actual Conflict and (c)-Normal Conflict

Figure no.1, shows the degree of conflict is highest at the organisational level and higher at group level as compare to individual. Since the variation in the variables responsible for conflict is lower at individual and higher at the group level and highest at organisational level. The resultant conflict is accordingly lower, higher and highest at the three levels. In actual practice, neither the normal nor the highest level of conflict exists. Hence, actual conflict exists which is higher than normal conflict and lower than highest conflict. This contention is based on a number of research studies including our research study (Robbins and Gupta 2010). Conflicts contained within reasonable limits, thus, serve several useful purposes and can be functional for individuals, groups and to the organisation. However, if conflict is allowed to develop beyond control, it could tend to become destructive, resulting in such adverse situations such as strikes, sabotage and other dysfunctional behaviour. There should be optimum level of conflict that is very useful for the development of creativity, high problem solving behaviours and productivity. The optimum level is depicted in the following figure:

Figure 2: Optimum Level of Conflict



Situation	Level of conflict	Type of conflict	Unit's internal characteristics	Unit performance outcome
A	Low or none	Dysfunctional	Apathetic Stagnant Non responsive to change Lack of new ideas	Low
B	Optimal	Functional	Viable Self-critical Innovative	High
C	High	Dysfunctional	Disruptive Chaotic Uncooperative	Low

Source: (Robbins, 2011 Joshi & Gupta 2012)

LITERATURE REVIEW

The term “conflict” has no single clear meaning. Much of the confusion has been created by scholars in different disciplines who are interested in studying conflict. Systematic reviews of the conflict literature by Fink (1968), Tedeschi, Schlenker, and Bonoma (1973), and Thomas (1976, 1992) show a conceptual sympathy for, but little consensual endorsement of, any generally accepted definition of conflict. Fink (1968), in his classic review, has illustrated tremendous variance in conflict definitions. He discovered a range of definitions for specific interests and a variety of general definitions that attempt to be all-inclusive. In the organizational area, March and Simon (1958, p. 112) consider conflict as a breakdown in the standard mechanisms of decision making, so that an individual or group experiences difficulty in selecting an alternative. This is a narrow conceptualization of conflict and is not very useful for research purposes. On the broad side, Pondy (1967) has argued that organizational conflict can best be understood as a dynamic process underlying organizational behaviour. This is a very broad definition that excludes very little of anything transpiring in a group or individual. Tedeschi et al. (1973) take a middle position, defining conflict as “an interactive state in which the behaviours or goals of one actor are to some degree incompatible with the behaviours or goals of some other actor or actors” (p. 232). It is understood from their exposition that “actor” refers to any social entity, from the individual to the corporate body itself. Smith (1966) also takes a similar position and defines conflict as “a situation in which the conditions, practices, or goals for the different participants are inherently incompatible” (p. 511).

Another definition of conflict is “a type of behaviour which occurs when two or more parties are in opposition or in battle as a result of a perceived relative deprivation from the activities of or interacting with another person or group” (Litterer, 1966, p. 180). It is not possible to compress the essential ingredients of “conflict” in a precise definition because it occurs in different settings and may take several forms. An enemy to be defeated, a moral dilemma to be resolved, a woman or a man to be won, a contract to signed, a production quota to be beaten etc (Kelly, 1980). Often it is couched in such colourable expressions like controversy, strike, battle, clash and internecine warfare but the essence of conflict appears to be disagreement, contradiction and incomparability. More

specifically, conflict is a process in which an effort is made by one person or unit to block another that results in frustrating the attainment of other's goals or the furthering of his or her interests (Robbins, 1974). For example, it is a process in which (A) deliberately tries to offset the efforts of (B) by some form of blocking that will result in frustrating (B) in attaining his goals or furthering his interests. A sampling of literature describes it as “that behaviour by organisation members which is expended in opposition to other members” (Thomas and Schmidlt, 1976). Bahadur (1993) in her study attempted to measure the extent of conflict and the findings of the study revealed that: (i) conflict mostly occurred at inter-department level (2.28) followed by inter-personal (2.50), intergroup (2.70), intra-group (3.70) and intra-departmental (3.70) levels with their respective mean scores. Sen et al (2006) in their research paper “An analytical study on the measurement of organisational conflict”, had a brief analytical study of the measurement of organisational conflict. The data had been gathered from 735 executives from 25 finance related industries of Bangladesh. The findings revealed that the extent of intra-personal, intra-group and inter-group conflict level was high. One way analysis of variance revealed significant results of intra-personal conflict ($f=69.77^*$), intra-group conflict ($f=6.23^*$), and inter-group conflict ($f=25.94^*$) with their respective f-statistics. Various researchers contributes towards the literature review of conflict and its management in direct or indirect way, in theoretical contexts or empirics but certain gaps prevalent in the literature helps towards the formulation of the current research problem. Even though review of literature is quite exhaustive in nature but certain gaps in empirical as well as theoretical grounds are still prevalent. The present study will try to cover some of the research gaps pertaining to empirical work on conflict measuring dimensions in public and private sector banks of Punjab in comparative form.

OBJECTIVES AND RESEARCH METHODOLOGY

The main objective of the study is (a) to analyse the nature and extent of actual organisational conflict and (b) to analyse comparatively the various dimensions of conflict across sector wise banks under study i.e. public sector and private sector banks. Thereafter (c) in depth analysis of organisational conflict measuring dimensions has been made across various banks selected under sample of the study. The sample of the

study includes 541 bank employees from twenty commercial banks situated in Amritsar, Jalandhar and Ludhiana cities of Punjab. Ten banks each from public sector and private sector has been selected on the basis of highest number of employees. This data base of employees has been extracted from Prowess Software and annual reports of these banks (March, 2011). **Convenience cum Judgement sampling technique** had been chosen for the purpose of study. Structure questionnaire based upon ROCI-I (Rahim Organisational Conflict Inventory-I, 1983 for measuring organisational conflict) has been utilised under the study and responses were recorded on 5 point's likert scale. Data analysis has been done with the help of SPSS V. 18. Weighted average mean scores, one sample t-test, Independent sample t-test have been applied to analyse the data. The level of conflict has been classified into 5 categories. Mean scores ranges from 0-1 indicate lowest level of conflict, 1-2 still indicate low level of conflict but average cut off rate that is 3 i.e. $(5+4+3+2+1=15/5)$ that represent optimal level or normal level or average level of conflict, 3-4 is high level of conflict and 4-5 indicated extremely high level of conflict. Prerequisites of reliability of the measuring instrument had been ensured. Reliability depicts the degree of consistency in results of the measuring instrument [Burns and Bush (1998), Cooper and Schinder (1998)]. The values of cronbach's alpha came out above 0.60 which is a minimum threshold limit (Nunnally & Berstein, 1994). This proves the reliability of data.

Table 1: Cronbach's Alpha (α) Reliability Statistics for Different Scales

Inventories/Scales	No. of Items (Final)	Cronbach's Alpha (α)
Individual Conflict Dimension	21	0.808
Inter-personal Conflict Dimension	35	0.706
Intra-group Conflict Dimension	6	0.710
Intra-Group Conflict Dimension	22	0.766

(Data Processing in SPSS Ver.18)

i. Data Analysis of Measurement of Organisational conflict in Public Sector & Private Sector Banks

The following results have been obtained with the help of descriptive statistics, rank orders, one sample t-test and independent sample t-test. The data analysis measuring the nature and extent of organisational conflict in public and private sector banks has been discussed comparatively in this section.

Table: 2 Computed Weighted Average Scores and Rank Orderings based on WAS in Public & Private Sector Banks

Level of Conflict	WAS	S.D.	Rank	WAS	S.D.	Rank	WAS	S.D.	Rank
	Combine Results			Private Sector banks			Public Sector Banks		
IDC Level	3.60	0.53	3	4.00	0.25	1	3.19	0.41	4
IPC Level	3.51	0.41	4	3.77	0.24	2	3.26	0.40	3
ITC Level	3.63	0.85	2	3.65	0.92	3	3.61	0.78	2
IGC Level	3.72	0.41	1	3.50	0.317	4	3.94	0.39	1
Overall Conflict	3.62	0.31	--	3.73	0.272		3.50	0.31	--

(Source: Primary Data); IDC: Individual Conflict; IPC: Inter-personal Conflict; ITC: Intra-Group Conflict and IGC: Inter-Group Conflict.

Table no.2 clearly depicts that the combined mean scores of the all the levels of conflict lies in “High Conflict Range” (3.51 to 3.72). The mean score of all private and public sector banks also lies in “High Conflict Range” (3.50-4.00) and (3.19-3.94) respectively as already elaborated in the scoring procedure. Table no.2 further displays rank orders based upon weighted average scores which clearly indicated that Individual level of conflict ranks first with weighted average score= 4.00 followed by Interpersonal level

($m=3.77$), Intra-group level ($m=3.65$) and Intergroup level ($m=3.50$) of conflict respectively in private sector banks but in public sector banks, Intergroup level of conflict ranks first with weighted average mean score= 3.94 followed by Intra-group level ($m=3.61$), Interpersonal level ($m=3.26$) and Individual level ($m=3.19$) of conflict respectively. The overall results displays that Intergroup level of conflict ranks first with weighted average score= 3.72 followed by Intra-group level ($m=3.63$), Individual level ($m=3.60$) and Interpersonal level ($m=3.51$) of conflict respectively. The overall conflict level for pooled results ($m=3.62$), for public sector results ($m=3.50$) & for private sector results ($m=3.73$) lies in “High Conflict level Range”.

Table 3: One Sample t-statistics for Conflict Dimensions

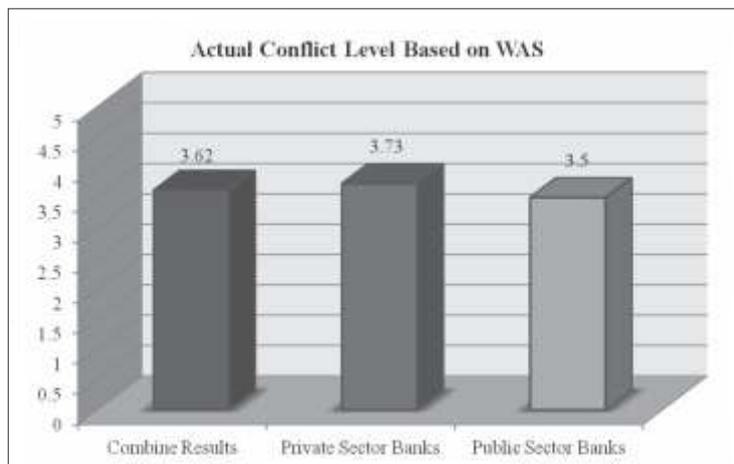
Variables	Mean	S.D.	t-values	Df	Sig. (2-tailed)	95% Confidence..		Results (H ₀ 1)
						Lower	Upper	
IDC Level	3.5984	.53128	26.196	540	.000**	.5535	.6432	Rejected
IPC Level	3.5134	.41350	28.878	540	.000**	.4785	.5483	Rejected
ITC Level	3.6282	.85365	17.116	540	.000**	.5561	.7003	Rejected
IGC Level	3.7211	.41260	40.648	540	.000**	.6862	.7559	Rejected
Overall Conflict	3.6152	.31318	45.693	540	.000**	.5888	.6417	Rejected

* Significant at 0.05 level, ** Significant at 0.01 level; IDC: Individual Conflict; IPC: Interpersonal Conflict; ITC: Intra-Group Conflict and IGC: Inter-Group Conflict.

As shown in table no.3, alternate hypothesis (H_a1) is accepted which clearly depicts that there is high level of conflict exists among the bank employees in public sector banks as well in private sector banks at both 0.05 and 0.01 levels of significance. One sample t-test has been applied to find know whether the mean of population from which the sample is drawn is same as hypothesized mean i.e. 3 (optimum level perceive). The findings of the

study revealed that the value of two tailed significance is less than 0.01 ($p < 0.01$), as such the differences between mean scores are significant ($\mu \neq 3$). The output table no.3 indicates that there is not normal but high level of conflict exist at Individual level ($p < 0.01$), Interpersonal level ($p < 0.01$), Intra-group level ($p < 0.01$) and Inter-group level ($p < 0.01$) respectively. Results indicated the weighted average scores of private sector and public sector banks regarding various levels of conflict measurement. The WAS for overall conflict is 3.62 for pooled results, 3.73 for private sector banks and 3.50 for public sector banks which are above optimal level (i.e. 3). This clearly indicates that conflict is more intense in private sector bank employees ($m=3.73$) as compare to public sector bank employees ($m=3.50$). So, here null hypothesis (H_0) that conflict is more intense in private sector banks rather than in public sector banks is accepted and alternate hypothesis (H_a) that conflict is more intense amongst the employees in public sector banks rather than in private sector banks is rejected. Further, Graph no.1 reveals actual level of conflict between public sector banks, private sector banks and overall banks under study which is above optimum level or average cut off rate i.e. 3. So, high level of conflict (graph no.1) has been found in overall results but the intensity of conflict is more in private sector banking organisations (WAS=3.73) as compared to public sector banks (WAS=3.5) supporting the tabular results.

Graph 1: Actual Level of Conflict in Public and Private Sector Banks



Source: Primary Data

ii. Comparative analysis of Conflict Measuring Dimensions between Public and Private sector banks

According to sectorial orientation, the respondents have been divided into two categories: 'Public Sector' and 'Private Sector'. To find out the impact of sector on various dimensions of conflict, Independent sample t-test has been applied. Sector has been undertaken as independent or categorical variable (with 2 categories) and level of individual conflict, inter-personal conflict, intra-group conflict & inter-group conflict has been taken as dependent variable. This part deals with testing the third null hypothesis (H_03) which says, there is no significant difference in level of individual conflict, inter-personal conflict, intra-group conflict, inter-group conflict and overall conflict perceived by the employees of public sector and private sector banks. Table no.4 depicted the summary of descriptive statistics and t-test applied upon the various levels of conflict according to sectorial distribution.

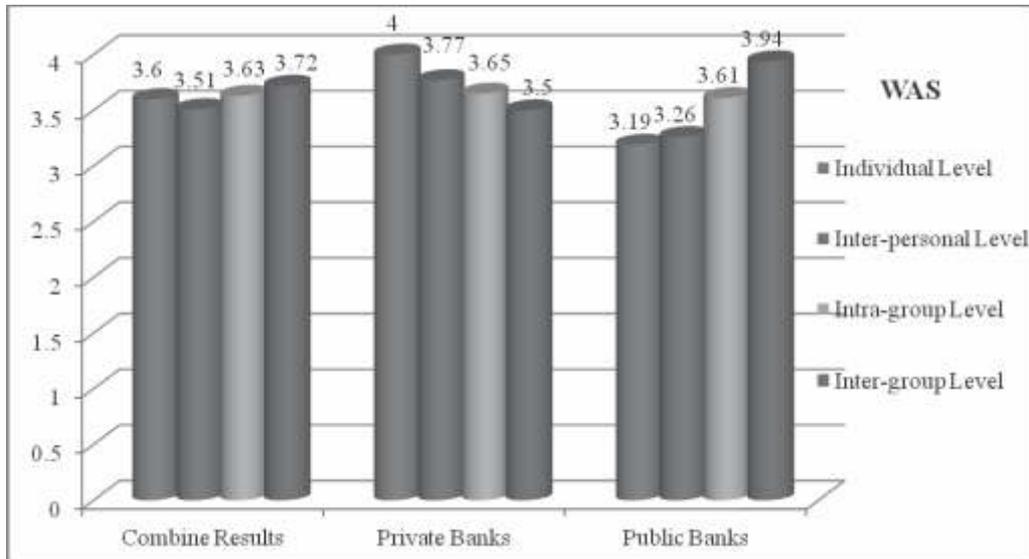
Table 4: Summary of Mean Scores and t-test of Dimensions of Conflict according to Private and Public Sector Respondents in Banks

Variables	Private Banks (270)		Public Banks(271)		t-values
	Mean	S.D.	Mean	S.D.	
Individual Level	4.00	0.25	3.19	0.41	-28.361* (p<0.05)
Interpersonal Level	3.77	0.24	3.26	0.40	-17.849* (p<0.05)
Intra-group Level	3.65	0.92	3.61	0.78	-0.510 (p>0.05)
Intergroup Level	3.50	0.317	3.94	0.39	14.681* (p<0.05)
Overall Conflict Level	3.73	0.272	3.50	0.31	-9.190* (p<0.05)

* Significant at 0.05 level

The mean scores of every variable for public sector and private sector varies except Intra-group level variable. The variables where F value in Levene's Test of Homogeneity of Variance was not significant ($p > 0.05$), the t value and its significance in "Equal Variance Assumed" row was notified and wherever F value in Levene's Test of Homogeneity of Variance was found significant ($p < 0.05$), the t value and its significance in "Equal Variance not Assumed" row was notified. T values and its significance (represented by asterisks) have been indicated in table no.4. Null Hypothesis 3 (H_03) is rejected in case of Individual Conflict ($t = -28.361^*$; $p < 0.05$); Inter-Personal Conflict ($t = -17.849^*$; $p < 0.05$); Inter-Group Conflict ($t = 14.681^*$; $p < 0.05$) and overall conflict level ($t = -9.190^*$; $p < 0.05$) which conclude that there are significant differences that have been found in the level of Individual level, Inter-personal level, Inter-group level and overall conflict perceived by public sector and private sector bank employees but except for Intra-group conflict level where it is rejected ($p > 0.05$). The overall results of t-test display the significant differences in the overall level of conflict perceived by public sector and private sector bank employees. So, conclusion can be drawn that null hypothesis (H_03) is rejected and sector has a significant impact upon overall level of conflict perceived by public sector bank employees and private sector bank employees. Hence employees from both sectors perceive the level and dimensions of conflict in a different and separate manner.

Graph 2: Comparative Analysis of Various Dimensions of Conflict among Public & Private Sector Banks



Source: Primary Data

Comparative analysis of various dimensions of conflict has been made among various public sector banks, private sector banks and overall banks taken under study shown in graph no.2. Intensity of Individual level of conflict followed by Inter-personal level, Intra-group level & Inter-group level of conflict is found high and above optimum level (WAS=3) in private sector banks but intensity of intra-group level of conflict followed by Inter-group level, Inter-personal level & Individual level of conflict has been found high and above optimum level in public sector banks. The overall combine sector results indicates the high level conflict which are above optimum level as required in banking organisations.

iii. Comparative Analysis Conflict Measuring Dimensions across all banks Selected under Study

The comparison of all public sector and private sector banks has been made across various dimensions of measuring conflict (table no.5). Weighted average scores

depicted the overall status of conflict level between private sector and public sector which states that actual level of conflict is more intense in private sector banks (WAS=3.7) as compare to public sector banks (WAS=3.5). Further bank wise comparison indicates that there is high level of conflict exist in public sector banks under study i.e., State Bank of India (SBI), Indian Overseas bank (IOB) & Uco Bank (UCO) with WAS=3.8; followed by Syndicate Bank (SYB) with WAS=3.7; Bank of Baroda (BOB), Bank of India (BOI) & Central Bank of India (CBI) with WAS=3.5; Canara Bank (CNB) with WAS=3.4; UBI (Union Bank of India) with WAS=3.3 and Punjab National Bank (PNB) with WAS=3.0 respectively. The level of conflict within private sector banks also lays in “High Conflict Range” i.e., Indusind Bank (IND) with WAS=4.0; followed by Kotak Mahindra Bank (KMB) with WAS=3.9; HDFC Bank (HDFC), AXIS Bank (AXIS), Jammu & Kashmir Bank (J&K) & ING Vysya Bank (ING) with WAS=3.8; Karnataka Bank (KRB) with WAS=3.7; ICICI Bank (ICICI) & South Indian Bank (SIB) with WAS=3.6 and Karur Vysya Bank (KVB) with WAS=3.3 respectively. Comparative analysis between various dimensions of conflict has also been made and results indicates that Inter-group conflict level with (WAS=3.9) is more intense as compare to other dimensions such as Intra-group conflict level (WAS=3.6), Inter-personal conflict level (WAS=3.3) & Individual conflict level (WAS=3.2) respectively in public sector banks and Individual conflict level (WAS=4.0) is more intense in private sector banks as compare to Inter-personal conflict level (WAS=3.8), Intra-group conflict level (WAS=3.7) & Inter-group conflict level (WAS=3.5) respectively.

Table 5: Bank Wise Comparison across Various Dimensions of Conflict Measurement

Bank Details	IPC Level	IDC Level	ITC Level	IGC Level	Overall Conflict
Public Sector Banks		Weighted Average Scores			
<i>SBI</i>	3.5	3.5	4.3	3.8	3.8
<i>PNB</i>	2.7	2.8	2.8	3.6	3.0
<i>CNB</i>	3.4	3.1	3.4	3.7	3.4
<i>BOB</i>	3.8	3.0	3.4	3.9	3.5
<i>BOI</i>	3.3	3.1	3.4	4.1	3.5
<i>CBI</i>	3.0	3.1	3.6	4.0	3.5
<i>UBI</i>	3.1	3.1	3.1	4.0	3.3
<i>SYB</i>	3.2	3.6	3.7	4.1	3.7
<i>IOB</i>	3.3	3.5	4.3	4.2	3.8
<i>UCO</i>	3.4	3.1	4.5	4.1	3.8
Overall WAS	3.3	3.2	3.6	3.9	3.5
Private Sector Banks		Weighted Average Scores			
<i>ICICI</i>	4.0	3.7	3.2	3.5	3.6
<i>HDFC</i>	3.8	4.1	3.4	3.7	3.8
<i>AXIS</i>	3.8	4.1	3.7	3.8	3.8
<i>KMB</i>	3.8	4.2	4.4	3.1	3.9
<i>J&K</i>	3.6	4.2	4.0	3.4	3.8
<i>ING</i>	3.9	4.0	3.9	3.5	3.8
<i>IND</i>	3.8	4.0	4.6	3.5	4.0
<i>KRB</i>	3.7	4.0	3.6	3.7	3.7
<i>SIB</i>	3.7	4.0	3.5	3.4	3.6
<i>KVB</i>	3.7	3.9	2.4	3.3	3.3
Overall WAS	3.8	4.0	3.7	3.5	3.7

Source: Primary Data

Further bank wise detail analysis (table no.5) revealed that Intra-group conflict level is highly found in State Bank of India, Indian Overseas Bank, Uco Bank, Kotak Mahindra Bank & Indusind Bank; Inter-group conflict level is highly found in Punjab National Bank, Canara Bank, Bank of Baroda, Bank of India, Central Bank of India, Union Bank of India & Syndicate Bank; Individual conflict is highly found in HDFC Bank, AXIS Bank, Jammu & Kashmir Bank, ING Vysya Bank, Karnataka Bank, South Indian Bank & Karur Vysya Bank and level of Inter-personal conflict is highly found in ICICI Bank. Table no.6 displays summary of rank orderings based upon weighted average scores among public sector and private sector banks. According to rank orders based on WAS, State Bank of India ranks first (WAS=3.84) followed by Indian Overseas Bank (WAS=3.83), Uco Bank (WAS=3.82), Syndicate Bank (WAS=3.70), Bank of Baroda (WAS=3.54), Bank of India (WAS=3.52), Central Bank of India (WAS=3.50), Canara Bank (WAS=3.40), Union Bank of India (WAS=3.30) and Punjab National Bank (WAS=3.00) respectively in public sector banks and Indusind Bank ranks first (WAS=4.00) followed by Kotak Mahindra Bank (WAS=3.90), ING Vysya Bank (WAS=3.86), AXIS Bank (WAS=3.85), HDFC Bank (WAS=3.84), Jammu & Kashmir Bank (WAS=3.83), Karnataka Bank (WAS=3.70), South Indian Bank (WAS=3.64), ICICI Bank (WAS=3.61) and Karur Vysya Bank (WAS=3.30) respectively in private sector banks. The overall intensity of conflict in private sector banks (WAS=3.70) is more as compare to public sector banks (WAS=3.50) which is above optimal level and within manageable limits.

Table 6: Summary of Rank Orderings based on Weighted Average Scores among Public Sector and Private Sector banks

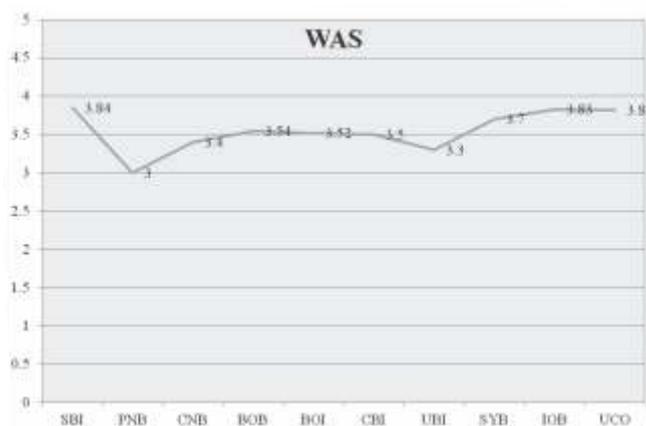
Particulars	WAS	Rank	Particulars	WAS	Rank
Public Sector Banks			Private Sector Banks		
SBI	3.84	1	ICICI	3.61	9
PNB	3.00	10	HDFC	3.84	5
CNB	3.40	8	AXIS	3.85	4
BOB	3.54	5	KMB	3.90	2

BOI	3.52	6	J&K	3.83	6
CBI	3.50	7	ING	3.86	3
UBI	3.30	9	IND	4.00	1
SYB	3.70	4	KRB	3.70	7
IOB	3.83	2	SIB	3.64	8
UCO	3.82	3	KVB	3.30	10
WAS	3.50	--	WAS	3.70	--

Source: Primary data

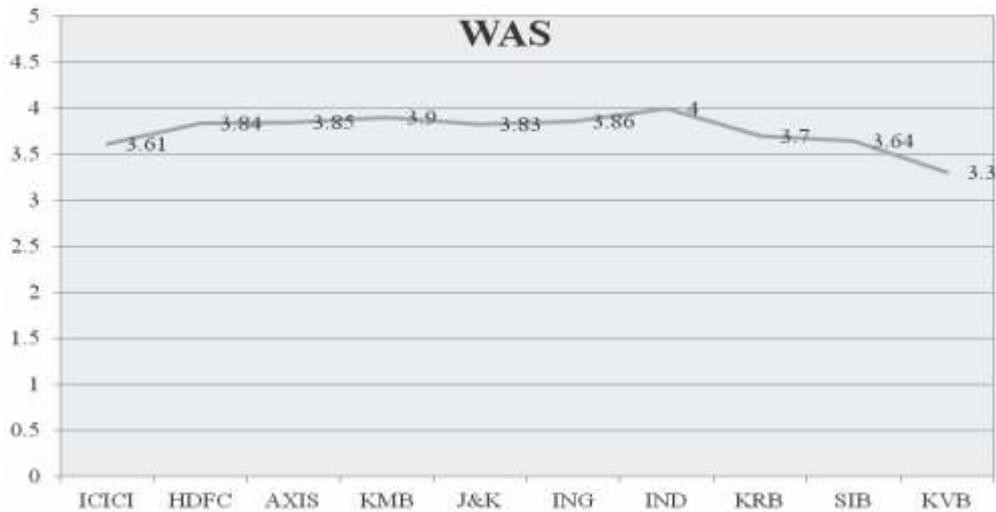
Further graphical representation has been made to represent actual level of conflict in all public sector banks (graph no.3) and in all selected private sector banks (graph no.4) under study. Clear demarcation of level of conflict between public sector banks and private sector banks through graphical representation contribute towards better understanding of the objective measuring the nature, level & extent of conflict in these organisations selected for the purpose under study.

Graph no.3 Actual Level of Conflict across all Public Sector banks



Source: Primary Data; (SBI-State Bank of India; PNB-Punjab National Bank; CNB-Canara Bank; BOB-Bank of Baroda; BOI- Bank of India; CBI-Central Bank of India; UBI- Union Bank of India; SYB- Syndicate Bank; IOB-Indian Overseas Bank)

Graph 4: Actual Level of Conflict across all Private Sector Banks



Source: Primary Data; (ICICI-ICICI Bank; HDFC- HDFC Bank; AXIS Bank; KMB- Kotak Mahindra Bank; J&K- Jammu & Kashmir Bank; ING- ING Vysya Bank; IND- Indusind Bank; KRB-Karnataka Bank; SIB- South Indian Bank; KVB- Karur Vysya Bank)

CONCLUDING OBSERVATIONS, RECOMMENDATIONS AND MANAGERIAL IMPLICATIONS

This research paper deals with measurement of organisational conflict and analyses comparatively the various dimensions of conflict across sector wise banks under study i.e. public sector and private sector banks. Thereafter in depth analysis of organisational conflict measuring dimensions has been made across various banks selected under sample of the study. The summary of accepted hypothesis, application of the relative technique and indicated significant reporting's have been mentioned in table no.7 as follows:

Table 7: Summary of Accepted Hypothesis, Application of Relative Techniques and their Description (Concluding Observations)

Hypothesis Accepted	Description	Technique	Results
H _{a1} (Alternate Hypothesis)	There is high level of conflict exists in public sector and private sector banks.	One Sample t-test and WAS	Accepted and Significant
H ₀₂ (Null Hypothesis)	Conflict is more intense in private sector banks rather than in public sector banks.	Weighted Average Scores	Accepted and Insignificant
H _{a3} (Alternate Hypothesis)	There is significant difference in level of Individual conflict, Inter-personal conflict, Inter-group and overall conflict perceived by the employees of public sector and private sector banks.	Independent Sample t-test	Accepted and Significant
H ₀₃ (Null Hypothesis)	There is insignificant difference in level of Intra-Group conflict perceived by the employees of public sector and private sector banks.	Independent Sample t-test	Accepted and Insignificant

This study is only limited towards some cities of Punjab and it doesn't incorporate the comparisons done on the basis of geographical areas. Limitations have also been found on the basis of shortage of time and resources and subjective biasness of the respondents. The comparative analysis of the study revealed the nature and types of organisational conflict i.e. Individual Conflict; Inter-personal Conflict; Intra-group conflict and Inter-Group Conflict and demonstrated the level and extent of conflict which is above optimum level in both sectors. Optimum or normal level of conflict is necessary for the organisation because its helps in enhancing analytical thinking, cohesion, promotes

competition, increased work performance and thereby increasing organisational productivity and development. So, special attention should be paid by managers to each level of conflict in order to bring it down to the optimum or normal level; because of its destructive impacts upon personal as well as upon banking strategic outcomes. Effective conflict management is necessary both in public as well as in private sector banking organisations. So, healthy approaches should be followed up by identifying particularly the nature, types, level and extent of conflict in these banks along with its sources and dysfunctional impacts. Management should have open communication policy so that the human resource can come closer, collaborate and make compromises where possible with the authorities concerned. Further, Managers should set a positive climate and resolve conflict through conducting training programmes for the employees of the organisation and can develop their approaching attributes for conflict resolution. If the workplace conflict is managed properly then it helps the management to achieve its strategic objectives with the better work performance of banking staff; positive working environment that will automatically leads towards high organisational productivity.

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