

EMERGING ECONOMIES

India the Fastest Growing Country

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The IMF estimates for GDP growth at constant prices show that India's Growth Rate at 7.4 per cent in 2018 was the World's Seventh highest. This is the fastest growth rate among 10 largest economies of the World. See the Graphic design Figure. The Growth Rate alone, however, is a misleading indicator as even a small difference in overall size of the economies of countries with a low GDP base will inflate the percentage figure. For example, China, the USA, and Germany despite growing at a slower rate as compared to India added for more to their economies. China added 1190 billion US dollars to its economy at current prices compared to India's 240 billion US dollars. This is 5 times more of India. It means addition in absolute term to the economies of the countries is the significant factor that matters in the Growth Rate. What is GDP actually? The GDP, Gross Domestic Products, is the market value of all goods and services produced in an economy in a specific period usually per annum. In most countries, a major share of economic production is for self consumption. Hence, GDP gives an idea of the general standard of living.

Although improvement in Growth Rate is good, yet a better yardstick to measure the Quality of Life even in pure economic terms is GDP Per Capita, i.e. GDP divided by population. By this yardstick, India stands no where compared to other large economies. The USA's per capita GDP is 32 times India's (8583 divided by 1852=5). To significantly increase its GDP per capita level, India will have to maintain double digit growth for many years. Hence, 7.4 per cent Growth Rate is a modest achievement.

Table: GDP-PPP (\$ in trillion)

Countries	GDP-PPP	GDP per capita PPP
1. China	23.1	16,624
2. US	19.4	59,495
3. India	9.4	7174
4. Japan	5.4	42659
5. Germany	4.1	50206

Fourth parameter at which any countries economy can be judged is Purchasing Power Parity (PPP). It is a standard practice to convert GDP to US dollars for international comparisons. The currencies of developing countries have a higher purchasing power in their domestic markets than

their international exchange rate. Hence, converting GDP into US dollars at the prevailing exchange rate tends to understate the actual size of these economies. To overcome this phenomenon, Purchasing Power Parity rates are devised by comparing prices of a similar basket of goods and services in different countries expressed in PPP US dollars. The data presented in the table show that Indian economy is the World's third largest at 9.4 GDP-PPP trillion US dollars. But GDP at per capita levels, India at 7174 dollars is still far below other economies.

Work-place Conflict Management a Predictor of Employees' Performance

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ABSTRACT

The purpose of this study was to ascertain conflict management styles as a predictor of employees' performance at National Horticultural Research Institute in Nigeria. Survey research method was used in eliciting information from the employees. Taro Yaman sampling size technic was used to determine sample size. From the 850 employees, 90 employees were sampled using a random sampling technique. The data collected were analyzed using descriptive and regression statistic. The findings showed that 68.3 percent of the employees were within the age range of 20-40 years while 56.1% were male. The employees' educational status indicated that 98.8 % of the employees obtained a Bachelor of Agriculture. The predominant causes of work place conflict were the anti-union disposition to management (\bar{x} =2.91) and perceived autocratic styles of the managers (\bar{x} = 2.79). The result of the regression analysis revealed that conflict management styles used by the management were integrating, obligation, compromising, dominating and avoiding. These conflict management styles predicted 72.1 percent variation in employee job performance.

INTRODUCTION

Workplace conflict is usually fuelled by the opposition of one party to another. It happens when employees are not getting what they want. People think that workplace conflict occurs when serious issues and anger is invoked in the communication process. Lim (2012) consented that workplace conflict is simply a misinterpreting of one's words or value, inappropriate communication, and selection of the wrong channel to transmit information. However, not all conflicts are bad. Not all conflicts are good either. Hence, dealing with workplace conflict is a great challenge to management. According to Mba (2013), there are two sides of the conflict in an organisation. One is destructive and unhealthy and the other a problem-solving. In the problem-solving base, employees are involved, willing to accept personality differences, listen to others' views, opened, honest, supportive and helpful. Destructive side defeats cooperation. This simply means a conflict is said to be positive when it is

constructively discussed by the employees. The dysfunctional conflicts are proved to have a negative impact on organisational efficacy and performance. Hence, any attempt to manage an organisation without taking into consideration conflicts inevitably results in failure (Tamara, 2015). Huczynski and Buchanan (2001) illustrated in Figure 1 the relationship between the level of conflict and organisational performance. The normal curve indicated 3 levels of organisational conflict A, B, and C, each showing the effects conflicts can have on organization performance.

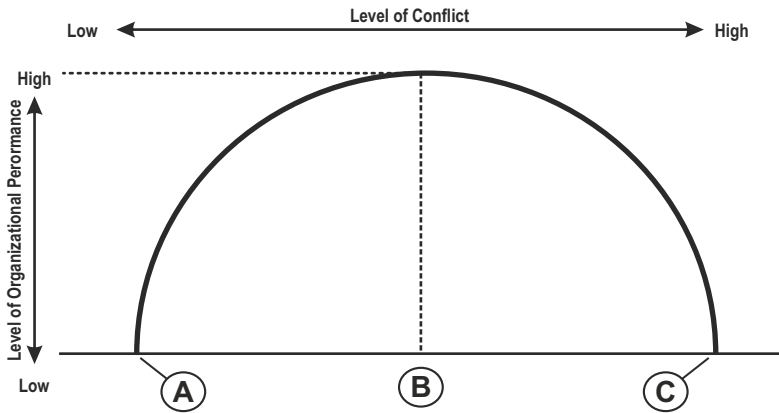


Figure 1: Normal curve showing relationship between level of conflict and level of Organisation Performance

Level A shows the low level of workplace conflict and low level of organizational performance. Level B shows an optimum level of workplace conflict and high level of organisational performance. When the workplace conflicts continue to escalate, the level of performance decreases and is marked by C in Figure 1. It can be inferred from the curve that the organisation should always strive towards the optimal level because it has positive effects on organization performance. In an organisation, the conflict between individuals may result from role-related pressures. It would arise between individuals and groups if the goals are not specified for individuals within a group. Conflict is usually a symptom of an underlying problem and not just a problem in itself. It can be a symptom of weak organizational design, ineffective communication, bad leadership, or poor selection of employees. Digvijaysinh (2013), explained some primary sources of conflict such as economic conflict, differing interests, value conflict, power conflict, and poor communication. If these sources of conflict are not properly managed, employees become frustrated. As a result, they become stressed adversely affecting their professional and personal lives. While some people have developed intuitive training skills to handle conflict, many others will do

almost anything to avoid it. Conflicts are an integral part of human life and cannot be avoided at work. National Horticultural Research Institute is also confronted with various forms of conflict both interpersonal and task conflicts. The organization has also been criticized that they do not live up to the expectation of their mandate. Therefore, it was very important to examine conflict management strategies/styles exercised by NIHORT. Objectives of the study were to: describe the personal characteristics of the employees in the organisation, identify the causes of conflict within the organization, identify types of conflict in the organisation, and examine the relationship between various conflict management styles and employees' performance.

METHODOLOGY

The study adopted a descriptive research design. The self-developed questionnaire was used in data collection. The population of the study comprised eight hundred and fifty employees of National Horticultural Research Institute (NIHORT). The organisation register was used as the sampling frame. The determination of sample size was done using the Taro Yamane (1967) sample size determination technique, which is;

$$n = \frac{N}{1 + N(e)^2}$$

Where; N= Population size
e = Error of Margin (0.10)
n = 850
 $1 + 850(0.10)^2 = 89$

Random sampling technique was used to select 90 employees from each category of employees. The basic criteria for inclusion in the sample were job rank and organizational tenure of not below 5 years. The instrument was pretested for reliability and the Cronbach Reliability coefficient of 0.92 was obtained for the whole questionnaire. Out of the 90 copies of the questionnaire administered by the researcher, 82 copies were retrieved and fit for analysis, with a response rate of 98.8%. The questionnaire survey followed all the required ethical considerations. Multiple regression was used for analyzing the relationship between the explanatory variables and the dependent variable. It is applied to determine how well a set of variables are able to predict a particular outcome and which variables are a significant predictor of the outcome. Regression analysis $Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + \mu$

Y= Employee Performance

X1-X5 = Work place conflict management styles

RESULTS AND DISCUSSION

Socio-economic Characteristic of the Employees indicated that majority (68.3%) of the employees were within the age range of 20-40 years. The implication of the finding is that most of the employees were in their active service. Male employees accounted for 56.1 percent indicated low female participation. Marital status indicated that 74.4 percent of the employees were married while 80.5 percent of the employees possessed education qualification above OND. The majority (87.8 percent) were Christian while few 12.2 percent were Muslim.

Causes of conflict within the organisation

Table 1 showed that 'Union and management crisis' has the highest of ($\bar{x} = 2.91$) score. This variable has the highest tendency of causing conflict in the organisation. This is followed by 'perceived autocratic leadership style' with $\bar{x} = 2.79$. Unacceptable terms of employment with $\bar{x} = 2.37$ was the least among the causes of conflict in the organisation. The implication of the finding is that various union crisis, autocratic leadership style and unacceptable terms of employment precipitated conflict in the Institution. The results of the study corroborate with the findings of Uchedu, Anijaobi, and Odigwe (2013). Tseveedory (2008) found that anti-union management and autocratic leadership style were the causes of workplace conflict. As the mean score of causes of conflict was more than 2.5 the cut-off point for making the decision; almost all causes of conflict precipitated conflict in the Institution. Multiple causes of conflict were, therefore, responsible for workplace conflict.

Table 1: Distribution of causes of conflict within the organisation (N=82)

Variable	Mean Score
Unacceptable terms of employment	2.37
Poor human relations	2.65
Non consultation with employees before key decisions	2.49
Perceived autocratic style of managers	2.79
Union and management crisis	2.91
Poor decentralization of decision making	2.73
Cumbersome and ineffective means of communication	2.68

Types of conflict prevalent in the organisation

Data presented in Table 2 indicated that, on the whole, the union-management conflict had the highest ($\bar{x} = 4.70$) score the most predominant in the organisation. The personal conflict had the lowest ($\bar{x} = 2.52$) score indicating the least type of conflict in the establishment. The implication of the finding is that management in the organisation needs to put into consideration union opinion in decisions affecting the organisation.

Table 2: Types of conflict prevalent in the organization N=82

Variable	Mean
Union management conflict	4.70
Procedural conflict	3.65
Job task-related conflict	3.52
Interpersonal conflict	2.89
Personal conflict	2.52

Conflict management styles (CMS) used in NIHORT

Table 3 revealed that integrating or collaborating (\bar{x} =2.91) and Obligation/Accommodation (\bar{x} = 2.81) were the main CMS used in NIHORT. Other methods of managing conflict include compromising (\bar{x} = 1.41), dominating (\bar{x} = 1.32) and avoiding (\bar{x} = 1.25) styles. Findings reveal that integrating & collaborating' style was the most important and most productive conflict management strategy in the organisation. It can be inferred from the result that the organisation rarely used palliative methods such as compromise, avoidance, and dominating which were non-integrative CMS. The relative peace experienced by the organisation and employee performance level within the organisation could be attributed to the integrative type of conflict management. George, Miroga, and Omweri, (2013) found that integrating and obliging styles increased job satisfaction and performance of the employees. The pooled calculative percent 38.2 of CMS revealed the extent to which the Institution made use of CMS. However, the pooled percentage 38.2 of implementation of multiple CMS indicated that the implementation was below average. Although the conflict management styles were effective in the organisation, Institute still not meeting the mandate could be traced in other factors. Also there was a need to improve the implementation of CMS.

Table 3: Conflict Management Styles used in NIHORT (N=82)

Variable	Mean Score	Percent
Integrating (IN) or Collaborating	2.91	58.2
Obligation style (OB) or Accommodative	2.81	56.2
Compromising	1.41	28.2
Dominating	1.32	26.4
Avoiding	1.25	25.0

Regression analysis showing the Factors contributing to employees' job performance

Regression analysis as shown in Table 4 was employed to predict the contribution of the conflict management styles on employees' job

performance. The overall model fit for the regression equation was determined by F-statistics. The model revealed a positive and statistically significant relationship ($F = 15.822$ $P < 0.001$). The independent variables in conflict management styles accounted for 71.1 per cent of the variance in employees job performance. Integrating (IN) & Collaborating with highest beta -coefficient (0.560) is the most effective predictor of dependent variables and has higher significant impact among integrative conflict management styles followed by Obligation style (OB) & Accommodation with beta coefficient (0.432), compromising (Beta = 0.281), dominating (Beta = 0.217) and avoidance (Beta = 0.215) respectively. Brain (2010) emphasized that application of integrated conflict management in the workplace often minimizes the impact of workplace conflicts through the development of policies and procedures to address conflicts. Organisations experience internal conflicts daily and conflicts between employees often drain out organizational resources. In order to minimize the loss of these resources, application of effective conflict management styles becomes necessary to boost employee efficiency in the organisation.

Table 4 Regression analysis showing contribution of CMS on employees' job performance

Indicators	Proposed Effect	Beta Coefficient	Observed t test	Sig Level
Integrating (IN) or Collaborating	+ve	.560	5.24	000*
Obligation style (OB) or Accommodation	+ve	.432	4.85	000*
Compromising	-ve	.281	2.98	000*
Dominating	-ve	.217	2.39	000*
Avoiding	-ve	.215	2.198	000*

Significance level *p, 0.001, N = 82

Overall model 15.822, $p < 0.00$ $R^2 = 0.721$, Adjusted $R^2 = 0.542$

CONCLUSION AND RECOMMENDATION

The study empirically reinforced the results of previous studies with regard to the link between workplace conflict management styles and employee job performance. The main causes of conflict and types of conflict that often hindered employee job performance were unveiled. Integrative conflict management styles essential for the constructive handling of conflicts to promote organisational performance in the workplace were revealed. Based on the findings of this study, the recommendations found necessary are: adopt inclusive and collaborative styles in conflict management and involve union leadership or employee representative in vital decisions that affect the workforce. Both management and employees must formulate potent strategies and sustain

acceptable policies for managing conflict on a continuous basis. Channels of communication and open discussions in the workplace must be encouraged with an attempt to avoid negative conflict management styles such as compromise, competition, and domination. Mutual survival and optimum job performances are both the goal and basis for the existence of employees and employers in the industrial work-setting. Hence, management must encourage and practice both in their organization. Stephen Oluseun Adeogun et al (2017) revealed that work constraints, institutional norms, and employees self-deficiency factors significantly affect employees Performance. They have, therefore, recommended that the development organizations must integrate these factors in their Management Styles.

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