

# INTERNATIONAL JOURNAL OF RESEARCH IN COMMERCE & MANAGEMENT

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## ORGANISATIONAL CONFLICT AND MOST PREFERRED CONFLICT MANAGEMENT STYLES (A RESEARCH STUDY CONDUCTED AT NTPC, PATNA)

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### ABSTRACT

*Conflicts are inevitable; indeed they are everyday phenomenon not only in each organisation but in every individual's work life. In this era of 'Emotional Intelligence' understanding the existence and importance of conflict is vital. The management of organisational conflict involves the diagnosis of the styles (strategies) used to handle conflict arising at workplace. The aim of this study was to find out the most preferred Conflict Management Styles to effectively manage conflict and deal with conflict situations efficiently. This research contributes to the body of existing literature; specifically, it will inspire the managers to manage conflict in the organisations. A survey of 104 managers of NTPC, Patna (ER-HQ1) a Public Sector Company shows that which out of Five different 'Conflict Management Styles' are most preferred. Bar graphs and pie-charts have been used to represent the results of a 5 Point – Likert Scale based Questionnaire. Albeit, (however/even though) most out of five Conflict Management Styles. Three Styles come out to be most adopted ones by the managers and other employee; these include: integrating, dominating and compromising.*

### KEYWORDS

conflict, conflict management, substantive/functional conflict, affective/dysfunctional conflict, conflict management style.

### 1. INTRODUCTION

Conflict means different things to different people, for some it's meant war, fight, or may be trade embargos ( an official ban on trade or other commercial activity) where as for some concept of conflict may be difference of opinion, perspective or personality and it might be possible that one party may feel that they are in a conflict situation, when the other party feels that they are just discussing opposing view so when discussing about conflict a lot depends upon a person's 'take' on the existing situation. Conflict in organisation is considered healthy if there is diametrically opposed of ideas pertaining to the nature of the business and the advantage is for the improvement, but when it comes to the context of personal conflicts the organisation is faced with great predicament that requires to be managed. This research study comprises of the determination of those conflicting management styles that are mostly adopted by the employees and managers that describes the techniques of decision making styles to combat and resolve the critical situation of conflict and so to ensure the optimal level of work productivity and work performance in the organization.

### 2. RESEARCH PROBLEM STATEMENT

Conflicts may arise from the contradictory goals and interests and the results may deteriorate the organization. The need for the relevant conflict management techniques must be projected whenever there is a hint of conflict present in the workplace. In order to analyse the behaviour of employees at the Managerial level in various conflict scenarios and to seek out the most prominent behavioural outcome in the pursuit of Conflict Management; following research questions tends to seek an in depth knowledge about the research topic. Thus, the Research Problem Statement is:

1. 'What are the most preferred Conflict Management Style by the Managerial Personnel at National Thermal Power Corporation, Patna (Eastern-Region HQ1)?'
2. Is there any relationship between Gender and Conflict Management Style?
3. Is there any relationship between Managerial Level and selection of Conflict Management Style?

### 3. RESEARCH OBJECTIVES

Since, growing competency due to globalization needs continuous organizational development, and it will be sheer wastage of valued resource in terms of time spend on useless unmanaged conflict and doing so will not only lead to losing employees moral but also bring demise of the organisation. To be more precise it is important that the organization values different relationships of its people. Hence, the 'Objective' of the study is:

- To contribute to the existing literature of Conflict and Conflict Management Styles and to assess the behaviour of managers in conflict situations and help them understand various strategies to handle conflict better way.
- To find out the most significant Conflict Management Style at Managerial Level and to establish a relationship between gender, management level to that of the selection of Conflict Management Style.

### 4. RESEARCH HYPOTHESIS

#### a) Part I

➤ H0:	There is no existence of common dominant conflict management style out of 'Five types of Conflict Management Styles' that is being preferred by the managers at NTPC Ltd., Patna (ER-HQ1).
➤ H1:	There is an existence of common dominant conflict management style out of 'Five types of Conflict Management Style' that is being preferred by the managers at NTPC Ltd., Patna (ER-HQ1).

#### b) Part II

➤ H0:	There is no significant relationship between gender and the preferred Conflict Management Style.
➤ H1:	There is a significant relationship between gender and the preferred Conflict Management Style.

#### c) Part III

➤ H0:	There is no significant relationship between management level of the employee and preferred conflict management style.
➤ H1:	There is no significant relationship between management level of the employee and preferred conflict management style.

### 5. LITERATURE REVIEW

- 1) Conflict
- a) Concept

"People tend to be very effective at managing relationships when they can understand their own emotions and can empathize with the feeling of others" (Golman, 1998)<sup>1</sup> so the need arises to understand not only ones own behaviour but also of others it is then only possible that theses rising conflicts could be dealt and managed effectively for the reason that if unhealthy conflict is allowed to creep and develop, the spin off effects can result in lasting damage to relationships as well as the organisational performance. Well managed conflict can bring enormous benefits to people and companies; in fact conflict management is one of the



biggest drivers of change. Properly managed conflict with application of the most effective conflict management styles can not only help people to be more innovative but also creates stronger bonds and effective team cohesion.

Marry Parker Follett once said "I should like to ask you to agree for the moment to think of conflict as neither good nor bad; to consider it without ethical prejudgment; to think of it not as warfare, but as the appearance of difference, difference of opinions, of interests. For that is what conflict means—difference. ... As conflict is here in the world, as we cannot avoid it, we should, I think, use it. Instead of condemning it, we should set it to work for us."<sup>2</sup>

"Conflicts are inevitable part of organisational life since the goals of different stakeholders such as managers and staffs are often incompatible."<sup>3</sup> So differences are bound to arise and leading to disagreement on various issues. Adding to these views of Jones GR, George JM (2000), Henry O (2009) suggests that "Conflict is an unpleasant fact in any organisation as long as people compete for jobs, resources, power, recognition and security. Organisational Conflict can be regarded as a dispute that occurs when interest, goals or values of different individuals or group are incompatible with each other."<sup>4</sup> Moreover, Weirich (1992) opines that "Conflict is a part of organisational life and may occur between individuals and the group, and between groups."<sup>5</sup>

But unfortunately, the term 'conflict' has only the connotation of 'bad' for many people; so much that they think principally in terms of suppression, giving little or no attention to its more positive side. Rico (1964) emphasizes this by stating that "it seems entirely likely that many, if not most, organizations need more conflict, not less."<sup>6</sup> Pondy (1992) also stated that the "absence of conflict may indicate autocracy, uniformity, stagnation, and mental fixity; the presence of conflict may be indicative of democracy, diversity, growth, and self-actualization."<sup>7</sup> And Tjosvold complements this statement by arguing that "conflict is not the opposite of cooperation but a mechanism that allows to perceive benefits of cooperative work.

Furthermore, conflict is considered psychologically and socially healthy. It is psychologically healthy because it provides a breather for frustrations and enables a feeling of participation and even of joy. And it is socially healthy because it encourages opposition to the status quo and provides conditions for social chances and democracy stemming from pluralism and respect to diversity."<sup>8</sup> Therefore, according to Butler AF (1973), "conflict is ubiquitous, not necessarily dysfunctional and can be required to defy people to perform and stimulate progress."<sup>9</sup>

#### b) Definition

According to Roloff (1987), "Organisational conflict occurs when members engage in activities that are incompatible with those of colleagues within their network, members of other collectivities, or unaffiliated individuals who utilize the services or products of organisation"<sup>10</sup>

Rahim, Broadens this definition by saying that "conceptualizing conflict as an interactive process manifested in incompatibility, disagreement, or dissonance within or between social entities (i.e. individual, group, organisation, etc.). Calling conflict an interactive process does not preclude the possibilities of intra-individual conflict, for it is known that a person often interacts with self. Obviously, one also interacts with others."<sup>11</sup>

#### 2) Conflict Management

Conflicts are part of human consciousness it exists in all aspects of life knowingly or unknowingly. We cannot avoid conflict, whether we are at home, or at work, and not to forget that even if we are alone we it might happen that we find conflict arising within ourselves over different matters of life. The consequences of organizational conflict reach further today than ever before as the interface between work and home blurs and organizations experiment with flatter and more decentralized structures. In addition, the complexity of conflict increases as organizations become more open and diverse. Conflict is inevitable and even desirable. Parker (1974) argued that "if conflicts arise and are not managed properly, it will lead to delays of work, disinterest and lack of action and in extreme cases it might lead to complete breakdown of the group. Unmanaged conflict may result in withdrawal of individuals and unwillingness on their part to participate in other groups or assist with various group action programs in the organization."<sup>12</sup>

Conflict can be managed in different ways, some focusing on interpersonal relationships and others on structural changes. Robinson (1974) *et al* advocates that "managing conflict toward constructive action is the best approach in resolving conflict in organization. When conflict arises, we need to be able to manage them properly, so that it becomes a positive force, rather than a negative force, which would threaten the individual or group."<sup>13</sup>

"To work in an organization is to be in conflict. To take advantage of joint work requires conflict management."<sup>14</sup> Tjosvold(2008). It is no wonder that conflict management is receiving increasing attention from top managers and policymakers across major corporations and non-profit organizations.

Lipsky and Seeber (2006), note that "during the past 25 years, organizations have changed their orientation towards conflict management. In particular, organizations are more inclined to adopt —a proactive, strategic approach to managing organizational conflicts". The prevalence of conflict has various implications for organizations. It has been noted that managers may spend up to 42 percent of their time dealing with conflict-related issues.

#### 3) Conflict resolution and conflict management

Conflict resolution involves the reduction, elimination, or termination of all forms and types of conflict. When people talk about conflict resolution they tend to use terms like negotiation, bargaining, mediation, or arbitration.

Businesses can benefit from appropriate types and levels of conflict. That is the aim of conflict management, and not the aim of conflict resolution. "Conflict management does not imply conflict resolution. Conflict management minimizes the negative outcomes of conflict and promotes the positive outcomes of conflict with the goal of improving learning in an organization"<sup>15</sup> (Rahim, 2002, p. 208).

"Organizational learning is important. Properly managed conflict increases learning by increasing the amount of questions asked and encourages people to challenge the status quo"<sup>16</sup>(Luthans, Rubach, & Marsnik, 1995).

#### 4) Conflict Management Styles

##### Models of Conflict Management

There have been many styles of conflict management behavior that have been researched in the past century. One of the earliest, Mary Parker Follett (1926/1940)<sup>17</sup> found that conflict was managed by individuals in three main ways: domination, compromise, and integration. She also found other ways of handling conflict that were employed by organizations, such as avoidance and suppression.

Blake and Mouton (1964)<sup>18</sup>: were among the first to present a conceptual scheme for classifying the modes (styles) for handling interpersonal conflicts into five types: forcing, withdrawing, smoothing, compromising, and problem solving.

According to Robert, and James (1969) "Avoidance of the situation that causes the conflict is an example of an interpersonal approach. Another way of coping with conflict is through *smoothing*, emphasizing the areas of agreement and common goals and de-emphasizing disagreements. A third way according to him is *forcing*, pushing one's own view on others; this, of course, will cause overt or covert resistance."<sup>19</sup>

In the 1970s and 1980s, researchers began using the intentions of the parties involved to classify the styles of conflict management that they would include in their models. Both Thomas (1976)<sup>20</sup> and Pruitt (1983)<sup>21</sup> put forth a model based on the concerns of the parties involved in the conflict. The combination of the parties concerns for their own interests (i.e. assertiveness) and their concern for the interests of those across the table (i.e. cooperativeness) would yield a particular conflict management style. Pruitt called these styles yielding (low assertiveness/high cooperativeness), problem solving (high assertiveness/high cooperativeness), inaction (low assertiveness/low cooperativeness), and contending (high assertiveness/low cooperativeness). Pruitt argues that problem-solving is the preferred method when seeking mutually beneficial options.

Khun and Poole's Model: Khun and Poole (2000)<sup>22</sup> established a similar system of group conflict management. In their system, they split Kozan's confrontational model into two sub models: distributive and integrative.

- Distributive - Here conflict is approached as a distribution of a fixed amount of positive outcomes or resources, where one side will end up winning and the other losing, even if they do win some concessions.
- Integrative - Groups utilizing the integrative model see conflict as a chance to integrate the needs and concerns of both groups and make the best outcome possible. This model has a heavier emphasis on compromise than the distributive model. Khun and Poole found that the integrative model resulted in consistently better task related outcomes than those using the distributive model.

DeChurch and Marks's Meta-Taxonomy: DeChurch and Marks (2001) <sup>23</sup>examined the literature available on conflict management at the time and established what they claimed was a "meta-taxonomy" that encompasses all other models. They argued that all other styles have inherent in them into two dimensions - activeness ("the extent to which conflict behaviors make a responsive and direct rather than inert and indirect impression") and agreeableness ("the extent to which conflict

behaviors make a pleasant and relaxed rather than unpleasant and strainful impression"). High activeness is characterized by openly discussing differences of opinion while fully going after their own interest. High agreeableness is characterized by attempting to satisfy all parties involved. In the study they conducted to validate this division, activeness did not have a significant effect on the effectiveness of conflict resolution, but the agreeableness of the conflict management style, whatever it was, did in fact have a positive impact on how groups felt about the way the conflict was managed, regardless of the outcome. Conflict management 4

Rahim's meta model: Rahim (2002)<sup>24</sup> noted that there is agreement among management scholars that there is no one best approach to how to make decisions, lead or manage conflict. In a similar vein, rather than creating a very specific model of conflict management, Rahim created a meta-model (in much the same way that DeChurch and Marks, 2001, created a meta-taxonomy) for conflict styles based on two dimensions, concern for self and concern for others. Within this framework are five management approaches: integrating, obliging, dominating, avoiding, and compromising. Integration involves openness, exchanging information, looking for alternatives, and examining differences so solve the problem in a manner that is acceptable to both parties. Obliging is associated with attempting to minimize the differences and highlight the commonalities to satisfy the concern of the other party. When using the dominating style one party goes all out to win his or her objective and, as a result, often ignores the needs and expectations of the other party. When avoiding a party fails to satisfy his or her own concern as well as the concern of the other party. Lastly, compromising involves give-and-take whereby both parties give up something to make a mutually acceptable decision. (Rahim, 2002).

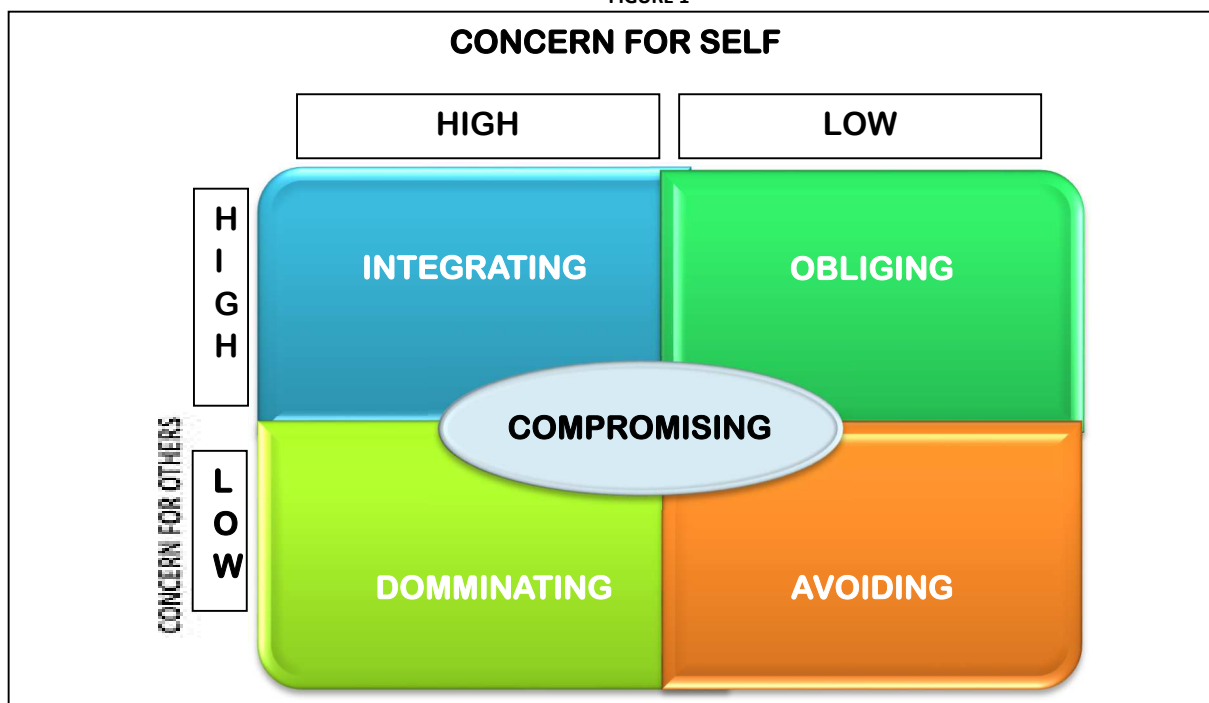
**6. RESEARCH DESIGN/ MODEL**

This research paper is based on the 'Five Styles of Handling Interpersonal Conflict' model being developed by Rahim and Bonoma (1979, this model differentiated the styles of handling conflict on two basic dimensions:

- a) Concern for self: the degree (high or low) to which a person attempts to satisfy his or her own concern
- b) Concern for others: the degree explains the degree (high or low) to which a person attempts to satisfy the concern for others.

The motivational orientation of a given individual during conflict has been portrayed by these two dimensions, which is not only been accepted but also supported by the studies conducted by Ruble and Thomas (1976) along with Van de Vliert and Kabanoff (1990). Results of the combination of these two dimensions come out in specific 'Five Styles of Handling Interpersonal Conflict'. As shown in figure (1), being taken from Rahim and Bonoma, (1979, p. 1327)<sup>25</sup>

FIGURE 1



- **Dominance** - it occurs when the cooperation is extremely low, and the persistence in satisfying of personal interests high. By this strategy conflict is resolved in a way to satisfy the needs of one party damaging the other party involved in the conflict.
- **Integration** – cooperation is high, as well as the persistence in satisfying of one’s own needs, so there is to be sought for the appropriate solution for all parties involved in the conflict.
- **Compromise** – there is an equal wish for medium level of cooperation and persistence in satisfying of one’s personal needs, so the conflict is resolved so that each party involved in conflict gives up the part of the value.
- **Avoiding** – when the cooperation as well as persistence in satisfying of one’s personal needs is very low. In that case the conflict resolution will be solved by withdrawal or repression of conflict.
- **Cooperativeness/ obliging**– the readiness for cooperation is extremely high, and the conflict is resolved by putting the other party’s interests before its own.
- It is stated that different people employ distinct strategies for managing conflicts. Such strategies are learned, usually in childhood, and seem to function automatically. Sometimes individuals are not aware at the time of how they must act in conflict situations. They usually do whatever seems to come naturally.

Individuals do have a personal strategy; and because it was learned, they can always change it by learning new and more effective ways of managing conflicts. Whenever one becomes engaged in a conflict, there are two major concerns one has to take into consideration:

- Concern for Self/Achieving the personal goals – one is involved in a conflict because he/she has a goal that conflicts with another person's goal. His/her goal may be highly important to him/her, or it may be of little importance.
- Concern for others/ maintaining good relationship with the other person - one may require to be able to interact effectively with the other person in the future. The relationship may be very important to the individual, or it may be of little importance. The importance of these two areas will influence the ways in which one act in any given conflict.

**7. DATA ANALYSIS, HYPOTHESIS TESTING, RESULTS, AND DISCUSSION**

**Hypothesis Testing: Modified hypothesis to get the better results**

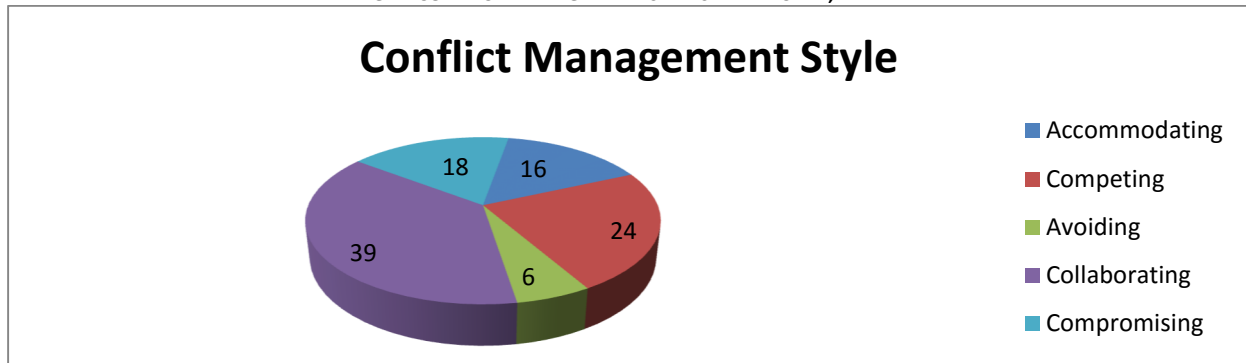
**Part-I**

The basic research was aimed at finding if there is a dominant strategy followed by employees of NTPC Ltd. Patna (ER-HQ-1) to tackle conflict situation. To test this we had formulated the following hypothesis:

➤ <b>H<sub>0</sub>:</b>	There is no existence of common dominant conflict management style out of the "Five Types" of conflict management style <sup>28</sup> .
➤ <b>H<sub>1</sub>:</b>	There is an existence of common dominant conflict management style out of the "Five Types" of conflict management style.

On finding the frequency distribution we got the following pie chart:

FIG. 2: CONFLICT MANAGEMENT STYLES AT NTPC LTD, PATNA



This chart indicates that Compromising is the most preferred approach amongst the respondents whereas Accommodating is the least. But we cannot conclude statistically on the frequency distribution. To conclude statistically we will need to carry out hypothesis testing.

When we started hypothesis testing we modified the Null and Alternate hypothesis to suit the data at hand. The modified hypothesis became:

➤ <b>H<sub>0</sub>:</b>	The proportion of Collaborating, Accommodating, Competing, Avoiding and Compromising is 20% each.
➤ <b>H<sub>a</sub>:</b>	At least one of the proportions in the null hypothesis is false.

We used Chi-Square goodness of fit because the following conditions are being met:

- The variable under study is categorical.
- The expected value of the number of sample observations in each level of the variable is at least 5.

Using sample data, we conducted a Chi-Square goodness of fit test of the null hypothesis using SPSS. The output of SPSS is pasted below:

TABLE 1: SPSS OUTPUT OF THE HYPOTHESIS TESTING-OVERALL

Management Style	Observed N	Expected N	Residual
Accommodating	16	20.6	-4.6
Competing	4	20.6	3.4
Avoiding	6	20.6	-14.6
Collaborating	39	20.6	18.4
Compromising	18	20.6	-2.6
Total	103		

Test Statistics

	Mgmt Style
Chi-Square(a)	28.699
df	4
Asymp. Sig.	.000

a. 0 cells (.0%) have expected frequencies less than 5. The minimum expected cell frequency is 20.6.

We can see that  $\chi^2$  is coming out to be 28.699. Since there are 5 levels in the variable, the degree of freedom is 4 (5-1). Hence when we look at critical value of Chi-Square at 95% Confidence Level and degree of freedom = 4, we get  $\chi_{critical} = 9.488^1$ . Therefore, we have  $\chi^2 > \chi_{critical}$

Hence, from the above result we come to the following conclusion:

**"There are enough evidences to reject the Null hypothesis, hence we conclude that there is a dominant conflict management style at NTPC, Ltd. Patna (HQ-ER-1). The dominant style is collaborating followed by competing"**

**Part-II**

The basic research was aimed at finding if there is a dominant strategy followed based on gender of employees of NTPC Ltd. Patna (ER-HQ-1) to tackle conflict situation.

To test this we had formulated the following hypothesis:

➤ <b>H<sub>0</sub>:</b>	There is no significant relationship between gender and the preferred Conflict Management Style.
➤ <b>H<sub>a</sub>:</b>	There is a significant relationship between gender and the preferred Conflict Management Style.

On finding the frequency distribution we got the following pie charts:

<sup>1</sup> Refer the Appendix for the Chi-Square Test Critical Values.

FIG. 3: CONFLICT MANAGEMENT STYLES OF FEMALE EMPLOYEES AT NTPC LTD, PATNA

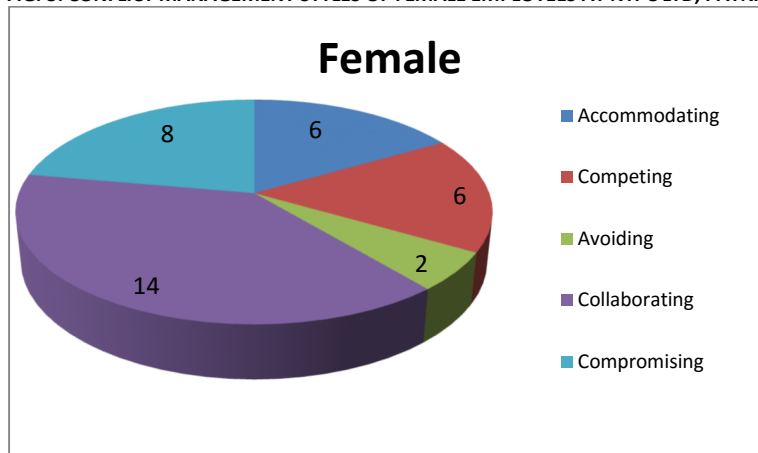
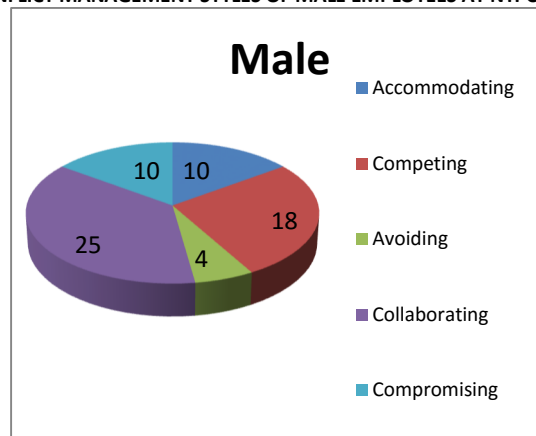


FIG. 4: CONFLICT MANAGEMENT STYLES OF MALE EMPLOYEES AT NTPC LTD, PATNA



When we started hypothesis testing we modified the Null and Alternate hypothesis to suit the data at hand. The modified hypothesis became:

➤ <b>H<sub>0</sub>:</b>	For Female Employees the proportion of Collaborating, Accommodating, Competing, Avoiding and Compromising is 20% each.
➤ <b>H<sub>a</sub>:</b>	For Female Employees at least one of the proportions in the null hypothesis is false.

Similar hypothesis was formulated for the Male Employees as well.

We conducted a Chi-Square goodness of fit test of the null hypothesis using SPSS. The The output of SPSS is pasted below:  
output of SPSS is pasted below:

**FEMALES**

Management Style	Observed N	Expected N	Residual
Accommodating	6	7.2	-1.2
Competing	6	7.2	-1.2
Avoiding	2	7.2	-5.2
Collaborating	14	7.2	6.8
Compromising	8	7.2	0.8
Total	36		

**Test Statistics(b)**

	Coded Mgmt Style
Chi-Square(a)	10.667
df	4
Asymp. Sig.	.031

a. 0 cells (.0%) have expected frequencies less than 5. The minimum expected cell frequency is 7.2.

**MALES**

Management Style	Observed N	Expected N	Residual
Accommodating	10	13.4	-3.4
Competing	18	13.4	4.6
Avoiding	4	13.4	-9.4
Collaborating	25	13.4	11.6
Compromising	10	13.4	-3.4
Total	67		

**Test Statistics(b)**

	Coded Mgmt Style
Chi-Square(a)	19.940
df	4
Asymp. Sig.	.001

a. 0 cells (.0%) have expected frequencies less than 5. The minimum expected cell frequency is 13.4.

We can see that  $X^2$  is coming out to be 10.667 for females and 19.940 for males. Since there are 5 levels in the variable, the degree of freedom is 4 (5-1). Hence when we look at critical value of Chi-Square at 95% Confidence Level and degree of freedom = 4, we get  $X_{critical} = 9.488^2$ . Therefore we have  $X^2_{female} > X_{critical}$  and  $X^2_{male} > X_{critical}$ .

Hence, from the above result we come to the following conclusion:

**“There are enough evidences to reject the Null hypothesis; hence we conclude that there is significant relationship between gender and the preferred Conflict Management Style at NTPC, Ltd. Patna (HQ-ER-1). While collaborating is preferred the most by both categories, competing is more preferred amongst males where as compromising amongst females”**

**Part-III**

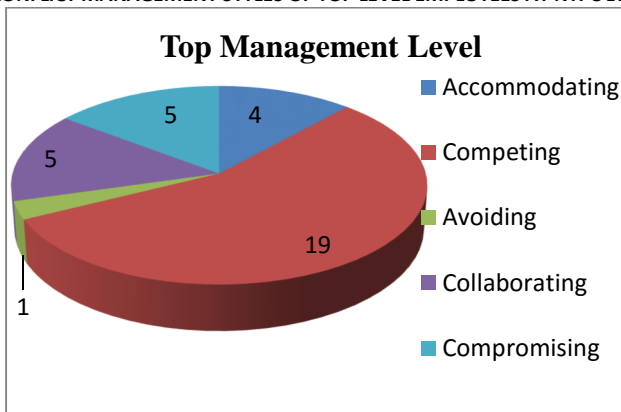
The basic research was aimed at finding if there is a dominant strategy followed based on level of designation of employees of NTPC Ltd. Patna (ER-HQ-1) to tackle conflict situation.

To test this we had formulated the following hypothesis:

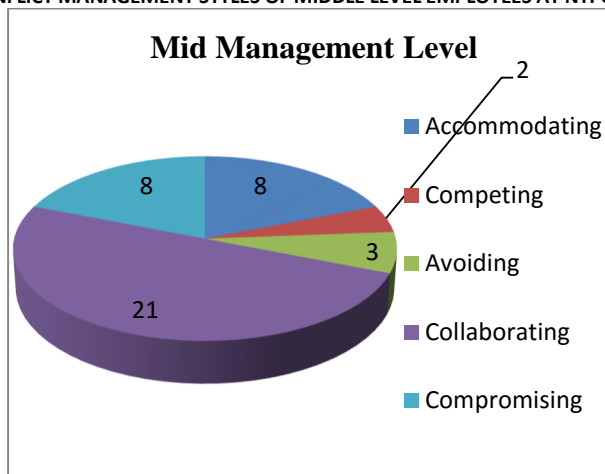
➤ <b>H<sub>0</sub>:</b>	There is no significant relationship between management level of the employee and preferred conflict management style.
➤ <b>H<sub>1</sub>:</b>	There is a significant relationship between management level of the employee and preferred conflict management style.

On finding the frequency distribution we got the following bar charts:

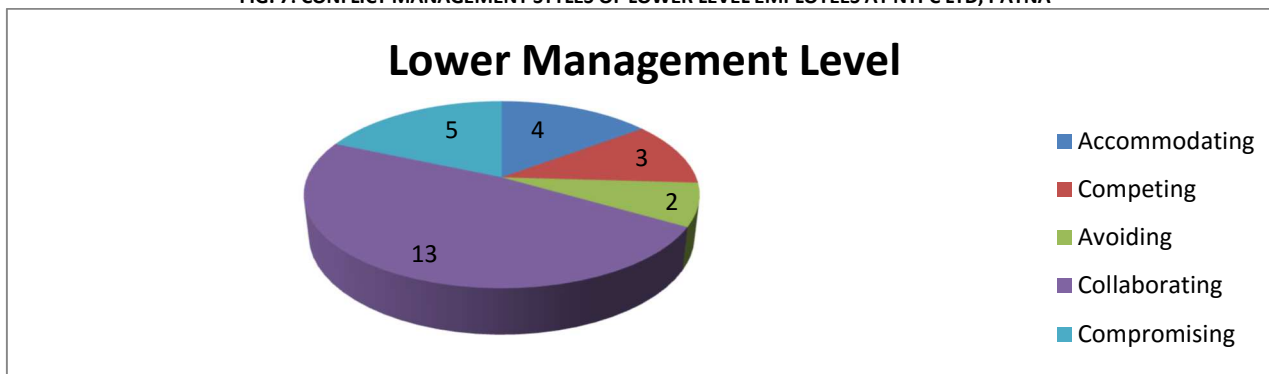
**FIG. 5: CONFLICT MANAGEMENT STYLES OF TOP LEVEL EMPLOYEES AT NTPC LTD, PATNA**



**FIG. 6: CONFLICT MANAGEMENT STYLES OF MIDDLE LEVEL EMPLOYEES AT NTPC LTD, PATNA**



**FIG. 7: CONFLICT MANAGEMENT STYLES OF LOWER LEVEL EMPLOYEES AT NTPC LTD, PATNA**



When we started hypothesis testing we modified the Null and Alternate hypothesis to suit the data at hand. The modified hypothesis became:

➤ <b>H<sub>0</sub>:</b>	For Top Level Employees the proportion of Collaborating, Accommodating, Competing, Avoiding and Compromising is 20% each.
➤ <b>H<sub>1</sub>:</b>	For Top Level Employees at least one of the proportions in the null hypothesis is false.

<sup>2</sup> Refer the Appendix for the Chi-Square Test Critical Values.

Similar hypothesis was formulated for the Mid Level and Lower Level Employees as well. We conducted a Chi-Square goodness of fit test of the null hypothesis using SPSS. The output of SPSS is given below:

Top Management Level			
Management Style	Observed N	Expected N	Residual
Accommodating	4	6.8	-2.8
Competing	19	6.8	12.2
Avoiding	1	6.8	-5.8
Collaborating	5	6.8	-1.8
Compromising	5	6.8	-1.8
Total	34		

Test Statistics(b)	
	Coded Mgmt Style
Chi-Square(a)	28.941
df	4
Asymp. Sig.	.000

a 0 cells (.0%) have expected frequencies less than 5. The minimum expected cell frequency is 6.8.

b LEVEL = Top

Mid Management Level			
Management Style	Observed N	Expected N	Residual
Accommodating	8	8.4	-0.4
Competing	2	8.4	-6.4
Avoiding	3	8.4	-5.4
Collaborating	21	8.4	12.6
Compromising	8	8.4	-0.4
Total	42		

Test Statistics(b)	
	Coded Mgmt Style
Chi-Square(a)	27.286
df	4
Asymp. Sig.	.000

a 0 cells (.0%) have expected frequencies less than 5. The minimum expected cell frequency is 8.4.

b LEVEL = Middle

Lower Management Level			
Management Style	Observed N	Expected N	Residual
Accommodating	4	5.4	-1.4
Competing	3	5.4	-2.4
Avoiding	2	5.4	-3.4
Collaborating	13	5.4	7.6
Compromising	5	5.4	-0.4
Total	27		

Test Statistics(b)	
	Coded Mgmt Style
Chi-Square(a)	14.296
df	4
Asymp. Sig.	.006

a 0 cells (.0%) have expected frequencies less than 5. The minimum expected cell frequency is 5.4.

b LEVEL = Low

Since there are 5 levels in the variable, the degree of freedom is 4 (5-1). Hence when we look at critical value of Chi-Square at 95% Confidence Level and degree of freedom = 4, we get  $X_{critical} = 9.488^3$ . Therefore we have  $X^2 > X_{critical}$  for all the designation of employees. Hence, from the above result we come to the following conclusion:

“There are enough evidences to reject the Null hypothesis, hence we conclude that there is relationship between designation and conflict management style at NTPC, Ltd. Patna (HQ-ER-1). While collaborating is preferred by the Middle and Lower Level employees, competing is the most preferred method across top management”.

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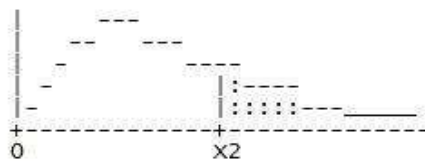
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<sup>3</sup> Refer the Appendix for the Chi-Square Test Critical Values.

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APPENDIX

VALUES OF CHI-SQUARE (ALPHA) OF THE CHI-SQUARE DISTRIBUTION (CHI-SQUARE TABLE)



DF	x2(.995)	x2(.99)	x2(.975)	x2(.95)	x2(.05)	x2(.025)	x2(.01)	x2(.005)
1	0.000	0.000	0.001	0.004	3.841	5.024	6.635	7.879
2	0.010	0.020	0.051	0.103	5.991	7.378	9.210	10.597
3	0.072	0.115	0.216	0.352	7.815	9.348	11.345	12.838
4	0.207	0.297	0.484	0.711	9.488	11.143	13.277	14.860
5	0.412	0.554	0.831	1.145	11.071	12.833	15.086	16.750
6	0.676	0.872	1.237	1.635	12.592	14.449	16.812	18.548
7	0.989	1.239	1.690	2.167	14.067	16.013	18.475	20.278
8	1.344	1.646	2.180	2.733	15.507	17.535	20.090	21.955
9	1.735	2.088	2.700	3.325	16.919	19.023	21.666	23.589
10	2.156	2.558	3.247	3.940	18.307	20.483	23.209	25.188
11	2.603	3.053	3.816	4.575	19.675	21.920	24.725	26.757
12	3.074	3.571	4.404	5.226	21.026	23.337	26.217	28.300
13	3.565	4.107	5.009	5.892	22.362	24.736	27.688	29.819
14	4.075	4.660	5.629	6.571	23.685	26.119	29.141	31.319
15	4.601	5.229	6.262	7.261	24.996	27.488	30.578	32.801
16	5.142	5.812	6.908	7.962	26.296	28.845	32.000	34.267
17	5.697	6.408	7.564	8.672	27.587	30.191	33.409	35.718
18	6.265	7.015	8.231	9.390	28.869	31.526	34.805	37.156
19	6.844	7.633	8.907	10.117	30.144	32.852	36.191	38.582
20	7.434	8.260	9.591	10.851	31.410	34.170	37.566	39.997
21	8.034	8.897	10.283	11.591	32.671	35.479	38.932	41.401
22	8.643	9.542	10.982	12.338	33.924	36.781	40.289	42.796
23	9.260	10.196	11.689	13.091	35.172	38.076	41.638	44.181
24	9.886	10.856	12.401	13.848	36.415	39.364	42.980	45.559
25	10.520	11.524	13.120	14.611	37.652	40.646	44.314	46.928
26	11.160	12.198	13.844	15.379	38.885	41.923	45.642	48.290
27	11.808	12.879	14.573	16.151	40.113	43.195	46.963	49.645
28	12.461	13.565	15.308	16.928	41.337	44.461	48.278	50.993
29	13.121	14.256	16.047	17.708	42.557	45.722	49.588	52.336
30	13.787	14.953	16.791	18.493	43.773	46.979	50.892	53.672
31	14.458	15.655	17.539	19.281	44.985	48.232	52.191	55.003
32	15.134	16.362	18.291	20.072	46.194	49.480	53.486	56.328
33	15.815	17.074	19.047	20.867	47.400	50.725	54.776	57.648
34	16.501	17.789	19.806	21.664	48.602	51.966	56.061	58.964
35	17.192	18.509	20.569	22.465	49.802	53.203	57.342	60.275
40	20.707	22.164	24.433	26.509	55.758	59.342	63.691	66.766
50	27.991	29.707	32.357	34.764	67.505	71.420	76.154	79.490
60	35.534	37.485	40.482	43.188	79.082	83.298	88.379	91.952
70	43.275	45.442	48.758	51.739	90.531	95.023	100.425	104.215
80	51.172	53.540	57.153	60.391	101.879	106.629	112.329	116.321
90	59.196	61.754	65.647	69.126	113.145	118.136	124.116	128.299
100	67.328	70.065	74.222	77.929	124.342	129.561	135.807	140.169
110	75.550	78.458	82.867	86.792	135.480	140.917	147.414	151.948
120	83.852	86.923	91.573	95.705	146.567	152.211	158.950	163.648



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