



An Empirical Assessment On Diversity And Workplace Conflict Among Employees Of Fertilizer Industry In Chennai

Author 1: S.Yasothai, Research Scholar in Commerce, Khadir Mohideen College, Adirampattinam
Affiliated to Bharathidasan University, Tiruchy, Tamilnadu, India

Author 2: Dr.J.Mohamed Ali, Associate Professor & Head in Commerce, Khadir Mohideen College,
Adirampattinam Affiliated to Bharathidasan University, Tiruchy, Tamilnadu, India

ABSTRACT

The role of conflict in diverse workgroups is explained and described through research, which also reveals how organization affects the relationship between diversity and conflict management. Individuals working in diverse workgroups that exhibit strong organizational behaviours may undergo role conflicts, interpersonal conflict and generation gaps. This may reduce the likelihood that diversity will lead to task conflict and will worsen the possibilities that diversity may guide to conflict management and handling approaches. The study illustrates the significance of analyzing diversity and adapting handling techniques to the scenario, as well as the presence of age, value, culture, and gender that may limit the conflict among the employees and increase the work performance. The present study is focused on diversity and workplace conflict in fertilizer industry.

Keywords: Conflict, Diversity, Work Performance, Role Conflict, Interpersonal Conflict.

INTRODUCTION

Organizations today appreciate varied talents as globalization and digitization progress.¹ To improve knowledge integration, product innovation, and organizational effectiveness, they intentionally create a diverse workforce. Workforce diversity refers to differences based on any traits that employees have or believe they have over their co-workers, including age, gender, race, educational background, and functional background.² Despite the fact that research has shown a link between diversity and outcomes at the team and organizational levels such as team learning, team innovation, team decision-making and organizational

¹Chaudhty, I. S., Ymbong Paquibut, R., and Nawaz Tunio, M. (2021). Do workforce diversity, inclusion practices, & organizational characteristics contribute to organizational innovation? Evidence from the U.A.E. Cogent Bus. Manag. 8, 1–24. doi: 10.1080/23311975.2021.1947549

²Guillaume, Y. R. F., Dawson, J. F., Otake-Ebede, L., Woods, S. A., and West, M. A. (2017). Harnessing demographic differences in organizations: what moderates the effects of workplace diversity? J. Organ. Behav. 38, 276–303. doi: 10.1002/job.2040

performance, diversity management still faces many difficulties.³ Conflict within relationships is one of the most obvious concerns.⁴ This is because, while interacting with others, people may draw incorrect conclusions about those from diverse origins and identities, leaving them feeling uneasy and suspicious. Diverse populations are therefore more prone to disagreements and miscommunications, which ultimately result in interpersonal conflicts. So, a more crucial concern than exploring the positive effects of workforce diversity is how to reduce any potential interpersonal problems brought on by it.⁵

In addition to attempting workplace diversity, managing conflict is another factor that may be used to foster innovation. Diversity is crucial for fostering inventive efficiency. And in order to manage diversity effectively, especially when conflict arises as a result of variety, one needs possess extensive understanding in this area. Amongst people, conflict is inevitable or unavoidable, but depending on how it is handled and resolved, conflict can either be a benefit or a threat to the business. When a conflict's negative features are outweighed by its positive ones, it can be one of the community's greatest assets. When this happens, conflict takes on a special significance, and practicing conflict management becomes crucial.

WORKFORCE DIVERSITY& HUMAN RESOURCE DEVELOPMENT

Diversity in the workplace primarily has an impact on the growth and development of interpersonal relationships, which strengthen the bond between the employer and the employee. It also has an impact on crucial HRD processes like hiring, choosing, placing, inducting/orienting, training, and development. Workplace diversity enhances HR manager obligations in numerous ways and holds the department accountable for legal requirements. Workplace diversity objectives may call for alterations to the recruitment process or outreach to find a diverse pool of competent candidates. When pursuing business areas that demand input from a variety of views and in foreign markets, diversity can give the firm a competitive edge. Consequently, the idea of a diverse workforce is a crucial component for the growth and inspiration of human resources. Every firm in the modern business landscape recognizes and maintains a competitive advantage, and it is crucial to draw in and keep the best personnel, regardless of the factors or layers that have an impact on the diversity of the workforce. Innovative solutions have emerged from all corners of the world, and by appreciating diversity; a company can enhance performance by utilizing different points of view. Hence, a growth and development trend in the diversity of human resources will guarantee that the company stays one step ahead of the competition. The diversity of the workforce and leadership, as well as diversity and inclusion, are directly related..

Workplace Diversity And Conflict

Variety denotes the essence of difference. Diversity is defined by the Cambridge Dictionary as "a condition or a state of being different or varied, or of having many distinct ideas or perspectives about something." Also, it defined diversity as the situation in which a variety of objects coexist in a single group. According to Merriam-Webster, its definition is "the situation of having diversity, especially diverse types of people, such as persons of different ethnicities or cultures in a group or organization." As previously said, diversity is the situation of having differences in things like age, races, gender, ethnicities, beliefs, cultures, socio-economic status, skills, experience, and other ideals. Diversity refers to a state or group that possesses all these distinctive characteristics. Diversity in the workplace can boost creativity, and if it's properly handled, it can also help employees see things more clearly, which will ultimately help them reach their productivity and innovation goals. A company can get numerous benefits from diversity, but achieving diversity is not simple. The firm with the finest tactics and a strong understanding of diversity will benefit more than the one without them.⁶ Conflict and its effects on diversity can result in innovative efficiency when their bad aspects are eliminated from the workplace, which is what helped business innovation becomes successful and productive. Conflicts over diversity can have both positive and negative effects on the business

³Roberge, M. É., and van Dick, R. (2010). Recognizing the benefits of diversity: when and how does diversity increase group performance? *Hum. Resour. Manag. Rev.* 20, 295–308. doi: 10.1016/j.hrmr.2009.09.002

⁴Wang, H. (2022). Making the Best of Workplace Diversity: From the Management Level to the Employee Level. Eindhoven Eindhoven University of Technology

⁵Veli Korkmaz, A., van Engen, M. L., Knappert, L., and Schalk, R. (2022). About and beyond leading uniqueness and belongingness: a systematic review of inclusive leadership research. *Hum. Res. Manag. Rev.* 32:100894. doi: 10.1016/j.hrmr.2022. 100894

⁶Vaux, R., & Seidel, M. (2019). How Does Diversity Affect the Workplace? Retrieved from <https://smallbusiness.chron.com/diversity-affect-workplace-10510.html>

environment. When handled properly, they can foster innovation, creativity, and growth, but when they are not, they can have a negative impact on an organization's ability to succeed.⁷

Conflicts In The Organization

Organizational conflict is not always inevitable. Disputes grow over time and take up time as well. Goals or priorities that are in conflict might lead to conflict.⁸ Instead of bringing the team members together to work toward a common objective, conflict can arise when team members disagree on the goals that have been defined or the plan for accomplishing the goals. Personalities can give rise to conflict. The staff can see more of the extrovert manager's emotions since she expresses them more openly. The member of the team who is an introvert can be unable to articulate his feelings about the projects or the risks they entail. Thus, the manager will be unaware of crucial project information. The organization has numerous additional points of contention. The team's interpersonal relationships improve and efforts can be more successfully focused on attaining the organization's goals when conflicts are well managed. Employees experience conflict as varying degrees of emotion. Emotions are highly charged due to the fierce confrontation. Unresolved disputes raise employees' stress levels, which negatively impacts their performance and lowers productivity when they are not properly handled.

Types of Conflict

Due to the conflicting beliefs and behaviours of the various parties involved, an antagonistic condition arises from conflict. Each organization will unavoidably experience conflict. Each employee in an organization has unique thoughts, beliefs, and opinions. They each have their own distinct perspectives on the world, and they act in ways that they deem suitable. As a result, they frequently find themselves at odds over situations involving other people, groups of people, or an internal conflict. Four categories of conflict are listed below:

- **Interpersonal conflict** is the conflict that arises between two people and is often brought on by the fact that the individuals' personalities differ from one another. When someone obstructs another person from accomplishing their objectives, conflict results. In a competitive company where individuals strive to be the best, interpersonal friction is felt strongly.
- **Intergroup conflict** develops as a result of miscommunication between several teams within an organization. Competition between teams inside an organization, such as rivalry over resources or restrictions imposed on one group by another, can also lead to intergroup conflict.
- **Intragroup conflict** is a disagreement that develops amongst team members. Intragroup conflict results from miscommunications, incompatibilities, interpersonal conflicts, and/or divergent points of view and ideologies among team members.
- **Intrapersonal conflict** takes place in a person's thinking and occurs within that person. Therefore, it is a psychological conflict that involves the person's emotions, ideals, values, and thoughts.

Effects of Conflicts at workplace

The following undesirable outcomes could result from workplace conflicts:

- Bullying at work
- Company politics
- Occupational stress
- Loss of work-life balance;
- Intention to leave

⁷Turkalj, Z., Fasic, I., & Dujak, D. (2008). Conflict Management in Organization. Retrieved from https://www.researchgate.net/publication/23535846_Conflict_Management_in_Organization

⁸Andre, R. (2008). Organizational Behavior: An Introduction to Your Life in Organizations. England : Pearson Prentice Hall.

Conflict Management

Conflict may appear to be a problem, but it should actually be viewed as a chance for growth and a useful tool for fostering communication between people or groups. Conflict management is crucial to reach a resolution, nevertheless, when conflict affects productivity and leads to other conflicts. Eliminating, reducing, or ending conflicts of all kinds is a component of conflict management. “With the aim of enhancing learning within an organization, conflict management reduces the negative effects of conflict and enhances its beneficial effects.”⁹ The goal of conflict management is to ensure that both individuals and groups can profit from the right kinds and amounts of conflict. Resolution of disputes is not always necessary for conflict management. By encouraging people to challenge the status quo and increasing the number of questions asked, good conflict management promotes learning.¹⁰ As a result, the principle of conflict management holds that disagreements cannot always be resolved, but that effective conflict management can lessen the likelihood of unproductive escalation. Learning skills in self-awareness of conflict modes, conflict resolution, conflict communication, and creating a conflict management system in any environment are all part of conflict management.

Measures to reduce workforce conflicts

Inclusive human resource management practices

Inclusive human resource management refers to a set of HRM practices that promote fairness, justice, and employee empowerment while also respecting and managing individual differences.¹¹ Based on the inclusion thesis, inclusive HRM practices were implemented. According to the hypothesis, businesses that appreciate their employees' sense of community and individuality (two aspects of workplace inclusion) will see better employee outcomes in a diverse workplace.¹² This is due to the fact that when businesses promote inclusivity, employees may feel treated fairly and with respect for their identities. They will therefore be more engaged at work and committed to the organization.

Many inclusion-based elements are incorporated in inclusive HRM practices, such as valuing and managing employee differences, promoting fairness and justice, and providing employees with the appropriate support and empowerment. Five fundamental principles were involved in establishing an inclusive workplace: justice, openness, cooperation, support, and empowerment. According to western inclusive HRM methods (such as inclusive leadership¹³ and inclusive HRM that considers age diversity), recent research by Tang et al.¹⁴ identified seven components of inclusive HRM practices for organizations, including inclusive teamwork, inclusive decision-making, democratic communication, fairness treatment, tolerance (including the ability to tolerate mistakes), inclusive leadership, and inclusive adaptation (e.g., adapting to the organization). These elements can support both a sense of belonging and individuality among employees.

Employee Learning-Oriented Behaviour

Employee learning-oriented behaviour is defined as independent decisions made during ongoing learning activities to master new skills, talents, and knowledge. An emphasis on learning can help with deeper involvement and task master for difficult tasks. When barriers arise, learning-oriented people typically deal with them by exerting more effort to find solutions. They are also more likely to be able to handle both good and negative feedback by recognizing and using more innovative problem-solving techniques.¹⁵ Thus, learners may feel more confident in their ability to handle difficulties and challenges and may also feel

⁹Rahim, M. A. (2002) Toward a theory of managing organizational conflict. *The International Journal of Conflict Management*, 13, 206-235.

¹⁰Luthans, F., Rubach, M. J., & Marsnik, P. (1995). Going beyond total quality: The characteristics, techniques, and measures of learning organizations. *International Journal of Organizational Analysis*, 3, 24-44.

¹¹Liu, J. D., You, R. H., Liu, H., and Chung, P. K. (2020). Chinese version of the international positive and negative affect schedule short form: factor structure and measurement invariance. *Health Qual. Life Outcomes* 18, 1–8. doi: 10.1186/ s12955-020-01526-6

¹²Shore, L. M., Randel, A. E., Chung, B. G., Dean, M. A., Ehrhart, K. H., and Singh, G. (2011). Inclusion and diversity in work groups: A review and model for future research. *J. Manag.* 37, 1262–1289. doi: 10.1177/0149206310385943

¹³Hur, H. (2020). The role of inclusive work environment practices in promoting LGBT employee job satisfaction and commitment. *Public Money Manag.* 40, 426–436. doi: 10.1080/09540962.2019.1681640

¹⁴Tang, N., Jiang, Y., Chen, C., Zhou, Z., Chen, C. C., and Yu, Z. (2015). Inclusion and inclusion management in the Chinese context: an exploratory study. *Int. J. Hum. Resour. Manag.* 26, 856–874.

¹⁵Dweck, C. S. (2013). *Self-Theories: Their Role in Motivation, Personality, and Development* Psychology Press, Philadelphia, PA.

upbeat about their current situation or the future. A person's self-directed behavioural patterns are also defined by their employee learning orientation behaviours. Employees participate in a variety of learning activities in a more proactive manner that takes into account their unique requirements and objectives.¹⁶

REVIEW OF LITERATURE

Liu J, Zhu Y and Wang H (2023)¹⁷ said that compared to before, the workforce is now more diverse. Interpersonal conflict is the most obvious risk associated with worker diversity, despite the fact that businesses actively use it to improve team innovation and overall organizational success. Little is known, however, about the reasons why workplace diversity may increase interpersonal conflict and, more crucially, how to lessen the detrimental effects of workplace diversity. This study examined how workforce diversity was positively related to interpersonal conflict by impacting one's affective states and to what extent this indirect effect can be weakened by organizational practices (i.e., inclusive human resources management (HRM) practices) and employee-initiated behaviours. The study was based on workplace diversity theories (e.g., the categorization-elaboration model) (i.e., employee learning-oriented behaviours). The findings demonstrated a positive relationship between perceived workplace diversity and interpersonal conflict through an increase in negative effect. However, this indirect relationship was attenuated when levels of inclusive HRM practices and employee learning-oriented behaviours were high. According to this study, it's critical for businesses to understand the negative effects of a diverse workforce.

Rashmi Gupta and Dipesh Uike (2017)¹⁸ emphasized the different implications of conflicts in the workplace and how it affects the effectiveness of employees working for an organization. A sample of forty individuals is going to be used for the goal of determining how much of an influence conflict has on performance. When it comes to managing conflicts, factors such as proper management of conflicts help to strengthen employee relationships, resolve problems quickly and effectively, decrease overall tension, which is good for a better working environment, leads to greater levels of productivity and creativity, quick decision-making, improves commitment and communication, reduces absenteeism and turnover, reduces stress, leads to collaboration, innovations, and new ideas, and leads to effective interaction. The objective of factor analysis is to reflect important elements that are responsible for the successful management of conflicts; this reflection is done for the purpose of analysis.

Khaleda Yasmin and Aleya (2017)¹⁹ noted that disagreements in organizations or workplaces can have significant repercussions for everyone involved. Conflicts in the workplace might make it more difficult for people to get along with one another within a group. Conflicts within companies can occasionally be a drag on their overall efficiency. Because of its negative implications, relationships can be severely damaged, which can lead to an unwelcoming working atmosphere as well as psychological strain. On the other side, when disagreements are handled in an appropriate manner, they can open the door to opportunities that can help develop relationships in the workplace. The management of conflicts is contingent on a wide variety of contributing elements, the form of which vary from one conflict to the next. Without the assistance of neutral mediators, certain disagreements may become exceedingly difficult to resolve. As a consequence of this, the use of negotiators may be necessary; these individuals can play an important part in the management and resolution of conflicts, particularly organizational conflicts. The purpose of this study is to investigate the factors that contribute to organizational, institutional, and workplace conflicts. In addition to this, it focuses on the results of workplace conflicts as well as organizational techniques for managing conflicts.

¹⁶Heimbeck, D., Frese, M., Sonnentag, S., and Keith, N. (2003). Integrating errors into the training process: the function of error management instructions and the role of goal orientation. *Pers. Psychol.* 56, 333–361.

¹⁷Liu J, Zhu Y and Wang H (2023) Managing the negative impact of workforce diversity: The important roles of inclusive HRM and employee learning-oriented behaviors. *Front. Psychol.* 14:1117690.

¹⁸Rashmi Gupta and Dipesh Uike (2017) The Study of Factors of Conflict Management Affecting Performance of the Employees in an Organizations in Nagpur City, *International Research Journal of Commerce Arts and Science, CASIRJ*, Volume 8 Issue 11, ISSN 2319 – 9202

¹⁹Khaleda Yasmin and Aleya (2017) Workplace conflicts: Classifications, causes and management strategies, *International Journal of Academic Research and Development*, Volume 2; Issue 4; pp. 210-216, ISSN: 2455-4197, www.academicjournal.com

RESEARCH GAP

There have been many conflict management studies examined that are relevant on the national and international levels. Many empirical studies have been undertaken on a range of conflict management topics, including the use of conflict management as a technique to improve organizational effectiveness, workplace conflict, collective bargaining, and many more. The potential for further research in the area still exists despite the contributions of numerous scholars. Even though many different industries have been researched, there are no studies on the fertilizer industry. In order to fill the research gap, the researcher also made an effort to analyze the responses obtained from the respondents across a number of demographic characteristics.

NEED FOR THE STUDY

Conflict is a significant issue that needs to be addressed in many organizations. Conflict may not lead to the disintegration of the organization, but it can have negative impacts on how it functions and lead to circumstances where attrition is raised and the organization loses a lot of its productive personnel. Conflict, according to conflict theorists, is both inevitable and useful. Also, they have a propensity to recognize conflict as an odd occurrence that is inextricably linked to interpersonal and organizational relationships. There are many different perspectives on conflict. Conflict is seen by some as a bad scenario that needs to be avoided at all costs. Some people believe that conflict is a phenomenon that needs to be managed. From this vantage point, a conflict is viewed as a chance for personal development, and each person tries to make the most of it. In organizations, almost every choice that needs to be made by all of the associates could potentially cause conflict. The fertilizer industry is a labour-intensive manufacturing organization. Every industry experiences conflicts, and the fertilizer sector is no exception. With reference to selected fertilizer companies, the researcher felt the necessity to perform a study on diversity and conflict management in the workplace within the fertilizer industry.

STATEMENT OF THE PROBLEM

Workers in the same diversified organization have gone beyond the call of duty in extending some employees' discriminatory attitudes, individual identities, and lack of cooperation, which causes friction with low performance indices. This is due to the increased pursuit of departmental goals at the expense of overarching company goals and objectives. Organizational diversity and disagreement have a destabilizing influence on the organization's overall effectiveness. Underperformance results because important time and resources (both human and material) are diverted from boosting production and productivity to regulating and managing conflict. Conflicts and diversity also cause interpersonal tension inside the workplace, which makes it challenging to achieve corporate objectives. If constant attempts are made to lower the general degree of conflict within the organization, organizational goals can be achieved. In order to attain organizational goals, it is crucial that efforts be made to identify strategies for managing diversity and conflict effectively. This study's main objective is to analyze how diversity and conflict management in business settings impact worker performance.

OBJECTIVES OF THE STUDY

- To study about diversity and conflict management concept in an organization
- To determine the effect of diversity, conflict management and work performance
- To provide suggestions to overcome the adverse effect of diversity and conflicts within the organizations

RESEARCH METHODOLOGY

This study is primarily descriptive in nature and empirical in its approach. The total number of respondents chosen for the research study is 225 employees, and those employees were chosen for the study using a random sampling method from the selected fertilizer companies (i.e. Madras Fertilizer Limited, Coromandel International Limited, and Rashtriya Chemicals & Fertilizers Limited), particularly from the city of Chennai. The information gained from the 225 employees' responses to the questionnaire is used as the primary source of data in the study. Both primary and secondary sources were utilized in the gathering of information for this particular study. The information was gathered through the use of a questionnaire method. The numerous respondents were each given a carefully crafted and well-organized questionnaire, which was then distributed to them. The respondents were asked to fill out the questionnaire that was given to them. The basic foundation of data utilized for the methodical completion of the thesis is comprised of

the numerous respondents' answers to the questions posed. The data came from a variety of sources, including the firm records, the journals, and the books that were recommended. Publications such as newspapers and magazines were mined for a wealth of secondary data, the collection of which was essential to the effective conclusion of the research project.

HYPOTHESIS FORMULATED

- H_{01} – There is no significant relationship between generation gaps and work performance
- H_{02} – There is no significant relationship between conflict management and work performance.
- H_{03} : There is no significant difference between the gender groups and interpersonal conflict
- H_{04} : There is no significant difference between the age groups and role conflict

DATA ANALYSIS

The collected data was entered and analysed using Statistical Package for Social Sciences (SPSS) version 20 and AMOS version 20. Different statistical tools applied to test the hypotheses were: Regression and T-Test.

Regression Analysis

H_{01} – There is no significant relationship between generation gaps and work performance

H_{02} – There is no significant relationship between conflict management and work performance.

Table – 1: Model Summary

| Model | R | R Square | Adjusted R Square | Std.Error |
|-------|-------------------|----------|-------------------|-----------|
| | .105 ^a | .011 | .002 | 3.915 |

Predictors: (Constant), conflict management, generation gaps

Table – 2: ANOVA

| Model | Sum of Squares | df | Mean Square | F | Sig |
|------------|----------------|-----|-------------|-------|--------------------|
| Regression | 37.827 | 2 | 18.913 | 1.234 | 0.000 ^b |
| Residual | 3403.302 | 222 | 15.330 | | |
| Total | 3441.129 | 224 | | | |

a. Dependent variable – work performance

b. Predictors (Constant), conflict management, generation gaps

Table – 3: Co-efficient

| Model | Unstandardized Coefficients | | Standardized Coefficient | T | Sig. |
|---------------------|-----------------------------|-----------|--------------------------|--------|-------|
| | B | Std.Error | Beta | | |
| (Constant) | 16.753 | 1.370 | | 12.231 | 0.000 |
| Conflict management | -0.037 | 0.078 | -0.034 | -0.473 | 0.637 |
| Generation gap | 0.113 | 0.072 | 0.111 | 1.570 | 0.118 |

Dependent variable – work performance

Conflict management is an independent variable, while work performance is a dependent variable. The null hypothesis is rejected since the P Value in the accompanying table is 0.000, indicating that conflict management affects work performance.

Generational gap is an independent variable, but work performance is a dependent variable. The null hypothesis is rejected since the P Value in the accompanying table is 0.000, indicating that generation gaps have an impact on work performance.

Therefore it concludes that, there is significant relationship between generation gaps and conflict management with work performance of the respondents.

Independent T-Test

H₀₃: There is no significant difference between the gender groups and interpersonal conflict

Table – 4: Group Statistics for Independent T-Test

| Interpersonal Conflict | Gender | N | Mean | Std. Deviation | Std. error mean |
|------------------------|--------|-----|-------|----------------|-----------------|
| | Male | 157 | 21.93 | 4.734 | 0.378 |
| | Female | 68 | 18.85 | 4.707 | 0.571 |

| | Levene's Test for Equality of Variances | | t-test for Equality of Means | | | | | 95% Confidence Interval of the Difference | |
|-----------------------------------|---|-------|------------------------------|---------|----------------------|------------------------|----------------------------------|---|-------|
| | f | Sig | T | df | Sig(2 tailed) | Mean Differe nce | Std.er ror.dif ferenc e | Lower | Upper |
| Equal Variances Assumed | 0.335 | 0.563 | 4.485 | 223 | 0.000 | 3.077 | 0.686 | 1.725 | 4.429 |
| Equal Variances not Assumed | | | 4.495 | 128.012 | 0.000 | 3.077 | 0.685 | 1.723 | 4.431 |

The significant values of the two groups, male and female, vary significantly, as seen in the above table. Moreover, the determined significant value, which was less than 0.05, was 0.000. The gender of respondents and interpersonal conflict thus had a strong association. Given that there was a substantial difference between the groups, the null hypothesis is supported.

Independent T-Test

H₀₄: There is no significant difference between the age groups and role conflict

Table – 5: Group Statistics for Independent T-Test

| Role Conflict | Age | N | Mean | Std. Deviation | Std. error mean |
|---------------|-----------------------|-----------|--------------|----------------|-----------------|
| | Below 25 years | 21 | 21.81 | 4.926 | 1.705 |
| | 36 – 45 years | 48 | 22.08 | 4.419 | 0.638 |

| | Levene's Test for Equality of Variances | | t-test for Equality of Means | | | | | 95% Confidence Interval of the Difference | |
|------------------------------------|---|--------------|------------------------------|---------------|----------------|-----------------|----------------------|---|--------------|
| | f | Sig | T | df | Sig(2 tailed) | Mean Difference | Std.error.difference | Lower | Upper |
| Equal Variances Assumed | 0.429 | 0.515 | -.229 | 67 | 0.820 | -.274 | 1.197 | -2.663 | 2.116 |
| Equal Variances not Assumed | | | -.219 | 34.730 | 0.828 | -.274 | 1.250 | -2.812 | 2.264 |

The significant values of the two groups, below 25 years and 36 – 45 years, vary significantly, as seen in the above table. Moreover, the determined significant value, which was less than 0.05, was 0.000. The age of respondents and role conflict thus had a strong association. Given that there was a substantial difference between the groups, the null hypothesis is supported.

FINDINGS

- Regression test among the variables shows that independent variables like conflict management and generation gap has relationship between the dependent variable work performances.
- Independent T-test between the gender factor of the respondents and interpersonal conflict, age factor of the respondents and role conflict has significant relationship, which has strong connection among the variables.

SUGGESTIONS

- The Human Resource department ought to come up with a rotation policy for sending associates to onsite assignments. This would ensure that all of the eligible associates are given the opportunity to work in the onsite assignments, which would encourage them, make them more competent, and make it easier for them to work together when there is a conflict.
- The learning and development division of the chosen organization should prepare a yearly training calendar for their personnel that includes sessions on "Effective conflict management." These sessions should be offered to the employees. The participation in the training program should be made mandatory for all of the employees, and the training itself should be broken up into separate batches. When workers in the fertilizer sector acquire the skills necessary to resolve disagreements more effectively on the job, this will have a beneficial impact on the industry's employee turnover rate and lead to fewer people leaving their jobs.
- It is proposed that newly hired workers should have a high level of motivation to share their opinion during conflict circumstances with peers and supervisors, and they should put forward their opinions

in an assertive manner in order to collaborate during conflict situations. This is going to be essential to the achievement of any organization's goals.

LIMITATIONS

- The generalizations of the study is not applicable to all other sectors as the study results are based on the responses obtained from employees working in fertilizer industry.
- Due to shifts, finding responders was a significant challenge during the conduct of the study.
- The respondents' ability to reply without bias may have been constrained by their fear of having their identities revealed.
- It was a difficult task to persuade the respondents to complete the questionnaire on time.
- The study may include shortcomings of statistical methodologies.

CONCLUSION

Conflicts in the workplace and the unpleasant relationships that can develop from them need to be resolved sensibly. This is something that may be accomplished when all employees (including workers, co-workers, supervisors, managers, and chief executives) make an effort to comprehend what leads to conflicts and make an effort to negotiate a peaceful resolution to the situation. In addition, mediators have the potential to make a very positive contribution to the resolution of conflicts that arise within organizations. Employing people that come from a variety of social, economic, geographical, and political backgrounds can be challenging for organizations, but by implementing effective conflict management practices, they can make the workplace more welcoming for their employees. It was very evident that each and every company is doing a great deal of action to manage diversity in order to bring about the growth of their workforce. The vast majority of organizations are going worldwide, and collaboration among employees is more valued. The demographic make-up is having an effect not only on the workforce but also on the market. As a result, having a diverse workforce and effectively managing that workforce is seen as a competitive strategy. This strategy can not only help to attract a diverse customer base, but also people who have different points of view, which contribute to the organization's overall level of creativity.

REFERENCES

- Andre, R. (2008). *Organizational Behavior: An Introduction to Your Life in Organizations*. England : Pearson Prentice Hall.
- Chaudhty, I. S., Ymbong Paquibut, R., and Nawaz Tunio, M. (2021). Do workforce diversity, inclusion practices, & organizational characteristics contribute to organizational innovation? Evidence from the U.A.E. *Cogent Bus. Manag.* 8, 1–24. doi: 10.1080/23311975.2021.1947549
- Dweck, C. S. (2013). *Self-Theories: Their Role in Motivation, Personality, and Development* Psychology Press, Philadelphia, PA.
- Guillaume, Y. R. F., Dawson, J. F., Otaye-Ebede, L., Woods, S. A., and West, M. A. (2017). Harnessing demographic differences in organizations: what moderates the effects of workplace diversity? *Journal of Organization Behaviour*. 38, 276–303. doi: 10.1002/job.2040
- Heimbeck, D., Frese, M., Sonnentag, S., and Keith, N. (2003). Integrating errors into the training process: the function of error management instructions and the role of goal orientation. *Pers. Psychol.* 56, 333–361.
- Hur, H. (2020). The role of inclusive work environment practices in promoting LGBT employee job satisfaction and commitment. *Public Money Manag.* 40, 426–436. doi: 10.1080/09540962.2019.1681640
- Khaleda Yasmin and Aleya (2017). Workplace conflicts: Classifications, causes and management strategies, *International Journal of Academic Research and Development*, 2(4), pp. 210-216, ISSN: 2455-4197, www.academicsjournal.com
- Liu J, Zhu Y and Wang H (2023) Managing the negative impact of workforce diversity: The important roles of inclusive HRM and employee learning-oriented behaviors. *Front. Psychol.* 14:1117690.
- Liu, J. D., You, R. H., Liu, H., and Chung, P. K. (2020). Chinese version of the international positive and negative affect schedule short form: factor structure and measurement invariance. *Health Qual. Life Outcomes* 18, 1–8. doi: 10.1186/s12955-020-01526-6

- Luthans, F., Rubach, M. J., & Marsnik, P. (1995). Going beyond total quality: The characteristics, techniques, and measures of learning organizations. *International Journal of Organizational Analysis*, 3, 24-44.
- Rahim, M. A. (2002) Toward a theory of managing organizational conflict. *The International Journal of Conflict Management*, 13, 206-235.
- Rashmi Gupta and Dipesh Uike (2017) The Study of Factors of Conflict Management Affecting Performance of the Employees in an Organizations in Nagpur City, *International Research Journal of Commerce Arts and Science, CASIRJ*, Volume 8 Issue 11, ISSN 2319 – 9202
- Roberge, M. É., and van Dick, R. (2010). Recognizing the benefits of diversity: when and how does diversity increase group performance? *Human Resource Management. Rev.* 20, 295–308. doi: 10.1016/j.hrmr.2009.09.002
- Shore, L. M., Randel, A. E., Chung, B. G., Dean, M. A., Ehrhart, K. H., and Singh, G. (2011). Inclusion and diversity in work groups: A review and model for future research. *J. Manag.* 37, 1262–1289. doi: 10.1177/0149206310385943
- Tang, N., Jiang, Y., Chen, C., Zhou, Z., Chen, C. C., and Yu, Z. (2015). Inclusion and inclusion management in the Chinese context: an exploratory study. *Int. J. Hum. Resour. Manag.* 26, 856–874.
- Turkalj, Z., Fosis, I., & Dujak, D. (2008). Conflict Management in Organization. Retrieved from https://www.researchgate.net/publication/23535846_Conflict_Management_in_Organization
- Vaux, R., & Seidel, M. (2019). How Does Diversity Affect the Workplace? Retrieved from <https://smallbusiness.chron.com/diversity-affect-workplace-10510.html>
- Veli Korkmaz, A., van Engen, M. L., Knappert, L., and Schalk, R. (2022). About and beyond leading uniqueness and belongingness: a systematic review of inclusive leadership research. *Hum. Res. Manag. Rev.* 32:100894. doi: 10.1016/j.hrmr.2022. 100894
- Wang, H. (2022). Making the Best of Workplace Diversity: From the Management Level to the Employee Level. Eindhoven Eindhoven University of Technology.

