



CONFLICT MANAGEMENT IN SHASUN PHARMACEUTICALS LIMITED: AN EMPIRICAL STUDY

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ABSTRACT :

Conflict management is an important aspect of human resource management because workplace conflicts can affect employee relationships, teamwork, productivity, and organisational performance. In pharmaceutical companies, employees from production, quality control, research and development, sales, and administration must coordinate their activities to achieve organisational objectives. Differences in opinions, work responsibilities, communication, and resource allocation may lead to workplace conflicts. This study focuses on conflict management in Shasun Pharmaceuticals Limited. The main purpose is to examine the major causes of workplace conflict, analyse the relationship between conflict-management practices and employee satisfaction, and identify differences in employee perceptions of conflict management across demographic groups. The proposed study adopts a descriptive research design and uses primary data collected through a structured questionnaire. Percentage analysis, the Chi-square test, and one-way Analysis of Variance (ANOVA) are proposed as statistical tools. The study is expected to provide insights into communication, employee participation, managerial support, and conflict-resolution practices. The findings can help management develop effective strategies to maintain a positive working environment and improve employee relations.



KEYWORDS: *Conflict Management, Workplace Conflict, Employee Satisfaction, Communication, Human Resource Management, Shasun Pharmaceuticals Limited.*

1. INTRODUCTION

Conflict is a common occurrence in every organisation where employees work together to achieve common objectives. Employees may differ in their opinions, attitudes, values, expectations, and approaches to completing tasks. These differences can result in misunderstandings, disagreements, and workplace conflicts.

Conflict management refers to the methods and practices used by an organisation to identify, address, and resolve disagreements among employees or between employees and management. Effective conflict management helps improve communication, teamwork, cooperation, and employee satisfaction.

Shasun Pharmaceuticals Limited provides the organisational context for this study. In a pharmaceutical organisation, coordination between departments and employees is important for

maintaining work quality, meeting production schedules, following procedures, and achieving organisational targets. Unresolved conflicts may affect cooperation and work performance.

Therefore, the present study examines workplace conflict and conflict-management practices, with particular attention to employee perceptions and satisfaction.

2. REVIEW OF LITERATURE

Thomas (1992) discussed conflict and conflict-management approaches in organisations. The framework highlights different approaches to handling conflict, including competing, collaborating, compromising, avoiding, and accommodating.

Rahim (2002) explained the importance of managing organisational conflict through appropriate interpersonal and managerial approaches. Effective conflict management can help organisations address disagreements and improve workplace relationships.

Jehn (1995) examined different types of workplace conflict, including task-related and relationship-related conflict. The study provides a foundation for understanding how disagreements can affect group processes.

De Dreu and Weingart (2003) examined the relationship between task conflict, relationship conflict, team performance, and team-member satisfaction. Their findings highlight the importance of understanding the type and intensity of conflict.

Robbins and Judge (2019) discussed organisational behaviour, communication, teamwork, leadership, and conflict. These concepts are useful for examining workplace relationships and conflict-resolution practices.

3. STATEMENT OF THE PROBLEM

Workplace conflict may arise because of communication gaps, differences in opinions, unequal distribution of responsibilities, workload pressure, interpersonal relationships, and differences between employees and supervisors.

If conflicts are not managed effectively, they may reduce employee satisfaction, weaken teamwork, create misunderstandings, and affect organisational efficiency. On the other hand, constructive conflict management can encourage discussion, improve decision-making, and strengthen cooperation.

In this context, the study seeks to understand the causes of workplace conflict and evaluate employees' perceptions of conflict-management practices at Shasun Pharmaceuticals Limited.

4. OBJECTIVES OF THE STUDY

1. To identify the major causes of workplace conflict among employees at Shasun Pharmaceuticals Limited.
2. To examine the relationship between conflict-management practices and employee satisfaction.
3. To analyse whether employee perceptions of conflict management differ across demographic groups.

5. RESEARCH METHODOLOGY

5.1 Research Design

The study adopts a descriptive research design to understand workplace conflict and conflict-management practices.

5.2 Study Area

The study is proposed to be conducted among employees of Shasun Pharmaceuticals Limited.

5.3 Sources of Data

- Primary data: Information collected directly from employees through a structured questionnaire.
- Secondary data: Books, journal articles, and other relevant literature relating to organisational behaviour and conflict management.

5.4 Sampling Technique

The sampling technique should be selected according to employee access and the approved research design. The actual technique used must be stated in the final paper.

5.5 Research Instrument

A structured questionnaire may include demographic questions and statements measuring conflict causes, communication, managerial support, conflict-resolution practices, and employee satisfaction. A five-point Likert scale can be used to measure respondents' agreement.

5.6 Statistical Tools

The following tools are proposed to analyse the three objectives.

Objective	Statistical tool	Purpose
Identify major causes of conflict	Percentage analysis and ranking	Identify commonly reported causes
Examine conflict management and employee satisfaction	Pearson correlation	Measure the direction and strength of the relationship
Compare perceptions across demographic groups	One-way ANOVA	Test differences between three or more groups

6. DATA ANALYSIS AND INTERPRETATION

The following tables demonstrate how results may be presented. All numerical values in this section are hypothetical examples, not verified findings from Shasun Pharmaceuticals Limited.

6.1 Objective 1: To identify the major causes of workplace conflict

Statistical tool: Percentage analysis and ranking

Table 1: Major Causes of Workplace Conflict

Causes of conflict	Illustrative respondents	Percentage
Communication gaps	30	30%
Workload pressure	25	25%
Differences in opinions	20	20%
Unclear job responsibilities	15	15%
Interpersonal problems	10	10%
Total	100	100%

Illustrative sample size: 100 respondents.

Interpretation

In this hypothetical example, communication gaps account for the highest percentage of reported workplace conflict at 30%. Workload pressure represents 25%, followed by differences in opinions at 20%. Unclear job responsibilities account for 15%, while interpersonal problems account for 10%.

These illustrative results suggest that communication and workload may be important areas to investigate when examining workplace conflict.

Result: Communication gaps rank first among the illustrative causes of workplace conflict.

6.2 Objective 2: To examine the relationship between conflict-management practices and employee satisfaction

Statistical tool: Pearson correlation

The Pearson correlation test can be used to examine whether employees who report more effective conflict-management practices also report higher satisfaction.

Hypotheses

- H_0 : There is no significant relationship between conflict-management practices and employee satisfaction.
- H_1 : There is a significant relationship between conflict-management practices and employee satisfaction.

Table 2: Correlation Between Conflict Management and Employee Satisfaction

Particulars	Illustrative value
Pearson correlation coefficient (r)	0.62
Sample size (N)	100
Significance level	5%
Illustrative p-value	Less than 0.001
Decision	Reject H_0

Interpretation

In this hypothetical example, the Pearson correlation coefficient is 0.62, indicating a positive relationship between conflict-management practices and employee satisfaction. The illustrative p-value is below 0.05; therefore, the null hypothesis would be rejected.

This example demonstrates how a positive correlation could indicate that more favourable employee perceptions of conflict management are associated with higher employee satisfaction. However, correlation does not prove causation.

Result: The illustrative analysis indicates a positive and statistically significant relationship

6.3 Objective 3: To analyse differences in employee perceptions of conflict management across demographic groups**Statistical tool: One-way ANOVA**

ANOVA may be used to compare mean conflict-management perception scores across age groups, provided the assumptions and measurement requirements are satisfied.

Hypotheses

- H_0 : There is no significant difference in conflict-management perception scores among the selected age groups.
- H_1 : At least one age group differs significantly in its mean perception score.

Table 3: One-Way ANOVA for Conflict-Management Perceptions Across Age Groups

Particulars	Illustrative value
F-value	3.45
Degrees of freedom	3, 96
Illustrative p-value	0.020
Significance level	5%
Decision	Reject H_0

Interpretation

In this hypothetical example, the ANOVA p-value is 0.020, which is below 0.05. Therefore, the null hypothesis would be rejected, indicating that at least one age group has a different mean conflict-management perception score.

ANOVA alone does not identify which specific groups differ. A suitable post-hoc test, such as Tukey's HSD when its assumptions are met, would be required to identify those differences.

Result: The illustrative result suggests a difference in perceptions across age groups.

7. FINDINGS

1. Communication gaps were the most frequently reported cause of conflict in the hypothetical data.
2. Workload pressure was the second most frequently reported cause.
3. Conflict-management practices showed a positive illustrative relationship with employee satisfaction.
4. Employee perceptions of conflict management differed significantly across age groups in the hypothetical ANOVA.
5. The examples indicate the importance of studying communication, workload distribution, managerial support, and employee perceptions.

8. SUGGESTIONS

1. Improve communication: Management can establish clear communication channels between employees, supervisors, and departments.
2. Provide conflict-management training: Supervisors and employees can be trained in negotiation, active listening, collaboration, and problem-solving.
3. Clarify job responsibilities: Clearly defined duties and reporting relationships may reduce misunderstandings.
4. Manage workload fairly: Work assignments and deadlines should be reviewed to reduce avoidable work pressure.
5. Encourage employee participation: Employees should have suitable opportunities to discuss workplace problems and suggest solutions.
6. Establish a grievance mechanism: A confidential and accessible process can help employees raise concerns without unnecessary delay.
7. Review conflict-resolution outcomes: Management can periodically collect feedback to assess whether conflict-resolution practices are effective.

9. CONCLUSION

Conflict management is an important part of maintaining effective employee relationships and organisational performance. Differences in communication, workload, opinions, and job responsibilities may contribute to workplace conflict. Suitable conflict-resolution practices can help organisations encourage cooperation, improve communication, and address employee concerns.

This paper proposes an empirical framework for studying conflict management in Shasun Pharmaceuticals Limited through three objectives: identifying the causes of workplace conflict, examining the relationship between conflict-management practices and employee satisfaction, and comparing employee perceptions across demographic groups.

The proposed use of percentage analysis, Pearson correlation, and one-way ANOVA provides a structured approach to examining these objectives. However, the final conclusions about Shasun Pharmaceuticals Limited must be based on actual employee responses and verified statistical results.

12. REFERENCES

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