Conflict Management in Management Library Professionals

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ABSTRACT

This paper attempts to know how library authorities are detecting the conflict among the library staff, and resolving the same conflict, the steps taken to overcome the conflict situations and others. A survey method was used and random sampling to get the primary data for the study. Majority of the respondents accepted for some moderate extent that they will allow medical/maternity/paternity leave to resolve the conflict.

Keywords: Conflict management, management libraries, library professionals, Bangalore University and Visvesaraya Technological University

1. INTRODUCTION

In most conflicts, neither party is right or wrong; instead, different perceptions collide to create disagreement. Conflict is natural and it's up to the person you to respond to conflict situations quickly and professionally. Conflict can be very positive; if one deals with it openly, one can strengthen his/her work unit by correcting problems. Conflicting views give a chance to learn more about oneself, explore views of others, and develop productive relationships. Clear and open communication is the cornerstone of successful conflict resolution[1]. It is quite common wherever there are people, there will always be conflict, may it be library professionals or others. Managers have to deal with conflict in the work place every day.

Conflict management is the ability to be able to identify and handle conflicts sensibly, fairly, and efficiently. Success lies in unity to achieve a library goals, to provide good services to become modal library to other libraries team work of librarian staff is must and essential. If any conflicts, misunderstandings develops in librarian and other staff it is very difficult to run library activities smoothly and successfully. To overcome these problems librarian should develop the strategies should detect why conflict is arising what is the best way to resolve a personal conflict of a subordinates how to maintain a good relationship among library staff.

While there is no single definition of conflict exists, most definitions involve the following factors: there are at least two independent groups, the groups perceive some incompatibility between themselves, and the groups interact with each other in some way[2]. Even conflict management is the practice of being able to identify and handle conflicts sensibly, fairly, and efficiently. Since conflicts in a business are a natural part of the workplace, it is important that there are people who understand conflicts and know how to resolve them. This is important in today's market more than ever. Everyone is striving to show how valuable they are to the company they work for and, at times, this can lead to disputes with other members of the team.

2. LITERATURE REVIEW

Not much research has been done libraries in the region of Karnataka. Lee, Hong & Avgar[4] made a study that extends strategic human resource management research by focusing on the effects of high-involvement work practices (HIWPs) on relational outcomes with customers. This provide evidence that relational dynamics among employees act as a mediating mechanism for the relationship between workplace practices and these outcomes. In particular, they propose that human resource management practices designed to increase employees involvement at work reduce the level of organizational conflict among employees, which, in turn, affect

employees' conflict with their customers and their families. Using a two-wave longitudinal survey of 378 patient care providers at 20 nursing homes, the authors argue that the effect of HIWPs on conflict between nursing home staff and patients and their family members is mediated by task and relationship conflict among employees. The results provide strong support for the mediating role of organisational conflict among employees by documenting that the negative effect of HIWPs on employees' conflict with patients and their families is mediated by the reduced levels of task conflict and relationship conflict among employees.

Saeed[5] examined the relationship between leadership styles and conflict management styles among managers, while handling interpersonal conflict (mangers and subordinates). Middle-level managers from different private sector manufacturing industries were included. Findings were that managers who perceived to exhibit more on transformational leadership style adopted integrating and obliging style of conflict management. Those who perceived to exhibit more on transactional style opted for compromising style of conflict management. Whereas, managers perceived to exhibit laissez-faire leadership style adopted avoiding style to manage conflicts with subordinates.

Coleman & Kugler[6] developed a new measure for assessing conflict adaptivity of managers [the Managerial Conflict Adaptivity Assessment (MCAA)], based on a situated model of conflict in social relations. They defined conflict adaptivity as the capacity to respond to different conflict situations in accordance with the demands specified by the situation. Schulze, Stade & Netzel[7] highlighted research on social conflicts in innovation processes has been rare, leaving an important research gap, as conflicts often arise in innovation processes and are even part of a researcher's everyday life. This study examined innovation and the variables of innovation success in the life sciences; it tested a conflict management model and examined the impact of both conflict type and conflict management style on innovation performance.

Ma[8], *et al.,* highlighted that the globalization has led to increased attention to cultural diversity in workforces and its influences on organizational practice. They examined group-oriented values and their impact on choice of conflict management styles as well as on conflict resolution outcomes in Turkey. De Gregorio[9], *et al.,* highlighted on limited understanding about the antecedents and consequences of intraorganisational conflict within advertising agencies. To remedy this, they surveyed directors of account services and creative and media departments in agencies across the US. Their findings demonstrate that degree of centralisation, formalisation,

internal volatility, and psychological distance are all positively related to level of destructive conflict, whereas team spirit has an inverse relationship. They also demonstrated that destructive and constructive conflict are distinct constructs and not simply opposing ends of a continuum. Finally, it showed that destructive and constructive conflict each influence perceived quality of agency output. Roche & Paul[10] gave an idea in the theory of conflict management that concerned the design features and supposed superior outcomes of conflict management systems combining interest-based and rights-based practices for resolving conflict in organisations. Yet much of the literature in the area is highly prescriptive and draws heavily either on exemplary case studies or descriptive data. While proactive line management and supervisory engagement in conflict resolution as a key dimension of conflict management systems is found to be positively associated with a range of organisational outcomes, no evidence is found for the kind of system effects proposed in the theoretical and prescriptive literature.

Barki & Hartwick[11] highlights on Researchers from a wide range of management areas agree that conflicts are an important part of organizational life and that their study is important. Yet, interpersonal conflict is a neglected topic in information system development (ISD). Based on definitional properties of interpersonal conflict identified in the management and organizational behaviour literatures, this paper tests a model of how individuals participating in ISD projects perceive interpersonal conflict and examines the relationships between interpersonal conflict, management of the conflict, and ISD outcomes.

Human resource play a vital task in the growth process of contemporary management libraries. Even "there are great difference in development between countries which seem to have roughly equal resources, so it is necessary to enquire into the difference in human behaviour." It is frequently experienced that that, through the exploitation of natural resources, availability of physical and financial resources and global support play prominent roles in the development of contemporary economies, none of these issues is more noteworthy than efficient and dedicated manpower. It is in fact, said that all progress comes from the individual brainpower. So there is a urgent need to know the conflict management in management college libraries and to resolve the same.

3. OBJECTIVES

The study detects the various conflict that may occur in management college libraries. It is limited to management college libraries of in and around Bangalore. The main objectives of the study are to know:

- Strategies used to detect conflict among library professionals
- Strategies use to resolve personal conflicts of subordinates
- Strategies used to overcome interpersonal conflict
- Strategies used to resolve conflict
- Strategies used to overcome conflicting situation

4. METHODOLOGY

The collect primary data we are opting survey method through structured questionnaire. The questionnaires will be distributed and collected on random sampling method. In the questionnaire we asked the respondents to answer our questions through rating method like; 0 = Nil, 1 = Small extent, 2 = Moderate extent, 3 = Large extent, 4 = Maximum, has been used to collect data from respondents. For the study, 30 libraries of Management colleges that are spread in and around Bangalore and affiliated to Visvesvaraya Technological University and Bangalore University of Karnataka region in India were chosen. Forty questionnaires was distributed to librarians of management college, 30 (66.67%) was the response rate. To know the visibility of strategies, NodeXL software (version 1.0.1.251) was used. Mean is used to know the top strategies used in conflict management.

5. ANALYSIS

An attempt has been made to report and summarise the research data collected from librarians among management colleges in and around Bangalore, pertaining to conflict management.

5.1 Conflict Among Library Professionals

Conflict of library staffs will obstruct the vision and mission of the Institute. so the administrative authorities should try to detect the conflict among the library staff in initial stage itself, otherwise it will leads to distraction. So a question was posed, what are the strategies used to detect the conflict among library staff? Table 1 indicates that, 50 % of respondents, maximum professionals, inform their conflict through dropping a letter in a suggestion box. This may be the one of the procedure used as a documentation for the librarians to take the precautions to overcome conflict in future. While 13 librarians indicated that during the direct observation of the conflict between the staff in a large extent, because the staff may do false allegations on their colleagues. More than 17 % of professionals express their conflict in some extent trough exit interview and grievance procedure. It will give console to the respective staff that atleast my grievance is listned by our authority, and sometimes they may get spot solutions also. It all depends on the mindset/ patience of the library professionals to express their conflict among their colleagues. However, these conflict should not hamper the routine activities and scratch the name of institutes where staff are getting their bread and butter for them and their
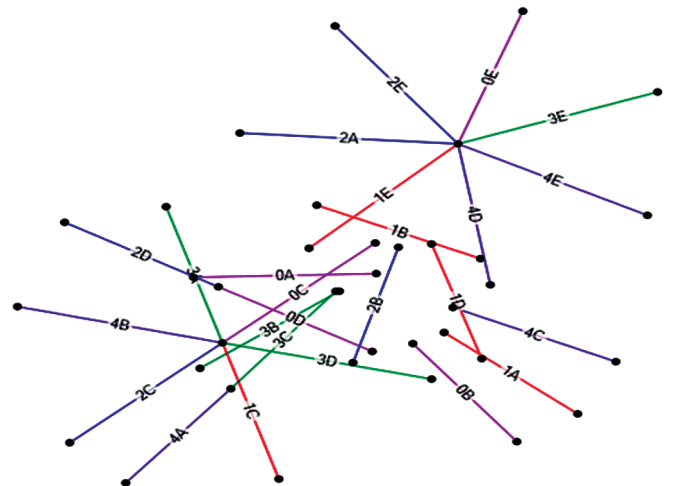

Figure 1. Visibility of strategies used to detect conflict among library professionals (0A-4E).

Table 1. Strategies used to detect conflict among library professionals

S. No.	Options	Rating					Total score	Mean	Rank
		Nil 0	Small extent 1	Moderate extent 2	Large extent 3	Maximum 4			
A.	Grievance procedure (communicate dissatisfaction to management)	9	12	0	3	6	45	1.5	3
B.	Observation (Identification inter personal/intergroup conflict directly)	2	4	8	13	3	71	2.37	2
C.	Suggestion box	3	3	3	6	15	87	2.9	1
D.	Exit interview (Employee willing to discuss conflicting matters when they have no further afflation with organization)	5	17	5	3	0	36	1.2	4
E.	Any other (Pl. specify)	0	0	0	0	0			

dependents. As per the mean value "Suggestion box" is top priority adopted by our respondents for strategies used to detect the conflict among the library professionals.

5.2 Strategies Used to Resolve Conflict

It is quite natural and even we can find wide and various conflict between two person, two group, two religions, and others. So as a part of the objectives we solicit the information that what are various strategies you are following to resolve the conflict. Table 2 shows us, 60 % (18) of the respondents accepts for some moderate extent they will allow on medical ground like Medical/maternity/paternity leave, as normally if the professionals are physically and mentally fit there will be less conflict, due to health aspect they may get irritated and also irritate their colleagues also. Below 14 (50 %) respondents told for moderate extent they will allow their staff to Leave travel allowance. The change work place and mood may refresh professionals from the hectic routine work. 13 (43.33 %) of the respondents allow home town allowance to a large extent. Only 12 (40 %)

respondents allot convenient shift to a some extent and women staff are given flexible shifts to a large extent. "Women's staff are given flexible shifts" is the top rank strategies used to resolve the conflict among the library professionals.
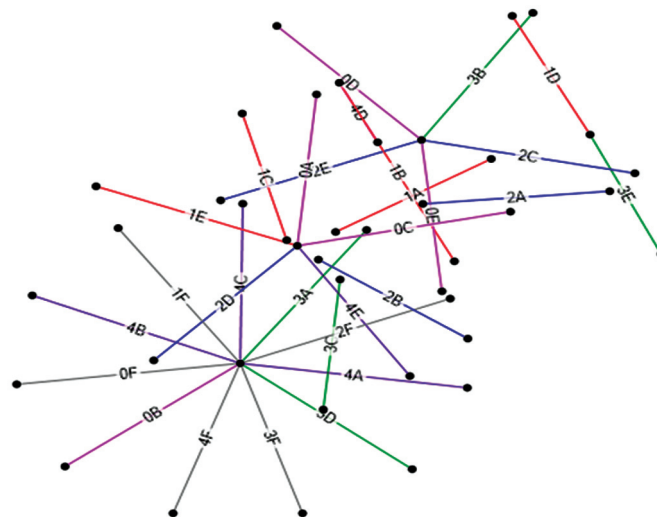

Figure 2. Visibility of strategies used to strategies used to resolve conflict (0A-4F).

Table 2. Strategies used to resolve conflict

S. No.	Options	Rating					Total score	Mean	Rank
		Nil 0	Small extent 1	Moderate extent 2	Large extent 3	Maximum 4			
A.	Leave travel allowance	6	10	14	0	0	38	1.27	5
B.	Medical/ maternity/paternity leave	0	9	18	3	0	54	1.8	3
C.	Home town allowance	6	8	3	13	0	53	1.77	4
D.	Allotting convenient shift	3	12	6	0	9	60	2	2
E.	Women staff are given flexible shifts	3	6	3	12	6	72	2.4	1
F.	Any other (P1. specify)	0	0	0	0	0	0	0	0

5.3 Strategies Used to overcome Conflicting Situation

Questions have put to the librarians on the strategies used to overcome conflict situations. The response are tabulated in the Table 3, it indicates 53.33 % of the respondents (16) negotiate and convince to a maximum extent to follow take and give policy followed by 43.33 % counsel and motivate to a small extent (13), who may be week and needs motivation to avoid the conflicts and sort out the problems of the staff from time to time to a small extent (11). Lastly, 40 % of the respondents do not offer over time and compensatory holidays, it may be to get the work done. As per respondents "Sort out the problems of the staff from time to time" is the top priority used to overcome the conflicting situations.

5.4 Strategies to Resolve Personal Conflicts of Subordinates

Conflict will be quite common when there is a team work, so managers should have strategies to resolve the conflict among the staffs. A question was posed to the librarians regarding what strategies they will follow when there is a conflict between the staff. 8 options given were: (a) Apply win-lose method, (b) Apply lose-lose method, (c) Apply win-win method, (d) Avoidance style, (e) Forcing style, (f) Compromising style, (g) Collaborative style and (h) others. Table 4 reflects that 16 (53.33 %) respondents use Apply win-win method to provide a solution which is acceptable for all to some extent, moderate respondents use, apply win-lose method (14 or 46.67 %) as in a routine conflicts one has lose and accept is fault for the better work environment, small extent use apply lose-lose

Table 3. Strategies used over come conflicting situation

S. No.	Strategies	Rating					Total score	Mean	Rank
		Nil 0	Small Extent 1	Moderate Extent 2	Large Extent 3	Maximum 4			
A.	Negotiate and convince	3	8	5	16	0	66	2.2	2
B.	Counsel and motivate	6	8	13	3	0	43	1.43	3
C.	Offer over time and compen-satory holidays	12	9	9	0	0	27	0.9	4
D	Sort out the problems of the staff from time to time	0	11	5	8	6	69	2.3	1
E	Any other (Pl. specify)	0	0	0	0	0	0	0	0

Table 4. Strategies use to resolve personal conflicts of subordinates

| S. No.	Options	Rating					Total score	Mean	Rank
		Nil 0	Small extent 1	Moderate extent 2	Large extent 3	Maximum 4			
A.	Apply win-lose method (Authoritarian approach)	8	6	14	2	0	40	1.33	4
B.	Apply lose-lose method (one party agrees to a solution in exchanges for a favors from other party later)	8	13	6	3	0	34	1.13	5
C.	Apply win-win method (provide a solution which is acceptable for all)	0	16	3	6	5	60	2	2
D.	Avoidance style (Avoiding the issue, remain neutral or defer answering a memo)	3	6	12	3	6	63	2.1	1
E.	Forcing style (Minimizing or suppress real differences)	6	8	0	13	3	59	1.97	3
F.	Compromising style (negotiating, exploring and diagnosis)	13	5	5	7	00	36	1.2	6
G.	Collaborative style	14	8	8	0	0	24	0.8	7
H.	Any other (Pl.specify)	0	0	0	0	0	0	0	0
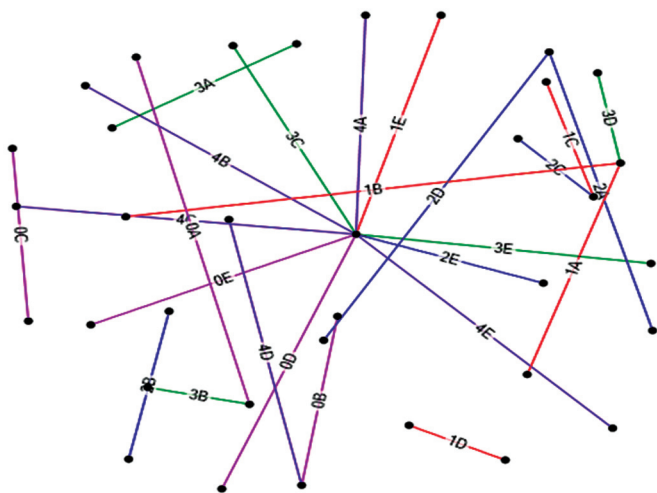
Figure 3. Visibility of strategies used over come conflicting situation (0A-4E).

method (13 or 43.33 %), moderate respondents use avoidance style (12) and maximum respondents use forcing style (13 or 43.33 %) as there will be no alternate to get the work done or to reach their
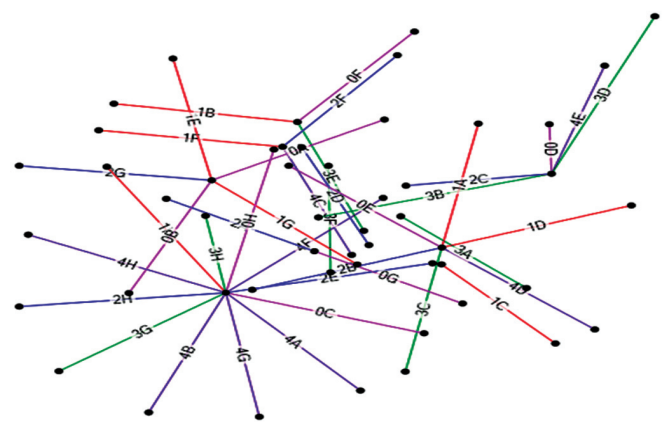

Figure 4. Visibility of strategies used to resolve personal conflicts of subordinates.

goal. But 13 (43.33 %) respondents are not using compromising style which is good for team work and 14 (46.67 %) respondents not using collaborative style. It is necessary to adopt comprising and collaboratively style to resolve the personal conflict. But unfortunately 46.66 % and below respondents

told us they are not at all using comprising and collaborative style. "Avoidance style" is the top rank strategies used by our respondents to resolve the personal conflicts among subordinates.

5.5 Strategies to Overcome Interpersonal Conflict

The librarians gave a response to our question on extensive and a mixture of strategies used to overcome the interpersonal conflict among library staff. The response, tabulated in Table 5, clearly indicates that 13 (43.33 %) respondents avoid punishments/ issue of memos to a maximum extent as punishment or issue of memo will not create any fruitful environment especially in the team
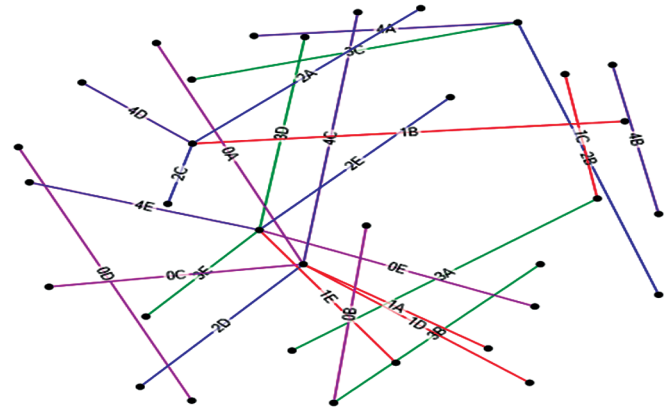

Figure 5. Visibility of strategies used to overcome interpersonal conflict.

Table 5. Strategies used to overcome interpersonal conflict

S. No.	Options	Rating					Total score	Mean	Rank
		Nil 0	Small extent 1	Moderate extent 2	Large extent 3	Maximum 4			
A.	Forgive and forget the mistakes of the subordinates	5	5	6	11	3	62	2.07	2
B.	Avoid punishments and issue of memos	4	6	3	4	13	76	2.53	1
C.	Always try and win them over friendly talk	5	11	6	3	5	52	1.73	3
D.	Add humor to win over difficult subordinates	14	5	5	0	6	39	1.3	4
E.	Any other (P1. specify)	0	0	0	0	0	0	0	0

work followed by 11 (36.67 %) forgive and forget the mistakes of the subordinates to a large extent 14 (46.67 %) not at all using the strategy like add humor to win over difficult subordinates. As per the mean value, the strategies "Avoid punishment and issue of memos" is gained top rank to overcome the interpersonal conflict.

6. FINDINGS

The major findings are:

- Seventeen (56.67 %) librarians use Exit interview (Employee willing to discuss conflicting matters when they have no further afflation with organisation) to some extent to detect the conflict among library professionals.

- Sixty per cent respondents accept for some moderate extent they will allow on medical ground (18) like Medical/maternity/paternity leave to resolve the conflict as health background may leads conflicts.

- Sixteen (53.33 %) prefer negotiate and convince to a maximum extent to overcome conflicting situations.

- Sixteen (53.33 %) librarians apply win-win

method to some extent to resolve the personal conflicts of subordinates.

- Fourteen (46.67 %) are not at all using the strategy like add humor to win over difficult subordinates to overcome the interpersonal conflict.

7. CONCLUSIONS

If we are working in a team definitely there will be a conflict over personal and professional or others issues. Conflict of library staffs will obstruct the vision and mission of the Institute. so the administrative authorities should try to detect the conflict among the library staff in initial stage itself, otherwise it will leads to distraction. Meanwhile the respective authorities should have strategies to resolve the conflict among the library professionals. As one of our proverb tells "precaution is better than cure" so taking precaution to overcome conflict situation is the best method to avoid the conflict between the library staff.

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