UNDERSTANDING IMPACT OF CONFLICT MANAGEMENT STYLES ON SUBORDINATE DISSATISFACTION IN UNIVERSITIES' TEACHING STAFF

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Abstract

This study aimed at examining the relationship among conflict management styles including dominating and avoiding with subordinates dissatisfaction with supervisors. Over 200 questionnaires were distributed in different universities of Sindh province, from which 126 returned. The findings reveal employees seem generally dissatisfied with their superior's supervision styles such as dominating and avoiding. While subordinates were satisfied and have increased level of performance and job satisfaction who adopts compromising style, which they usually do after being influenced by union activism in organizational politics. Implications of theory, research and management practice discussed in detailed.

Keywords: *Conflict Management Styles, Dissatisfaction with supervision, Organizational Politics, Universities, Teaching staff*

Introduction

Conflict is part of the organizational life. It is true that where there is a human interaction, conflict is inseparable. According to Wall and Callister (1995) conflict occurs when people perceive that their interests are being opposed or negatively affected by others. Teamwork in business organizations has become

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norm in the contemporary era, yet working effectively in team is one of the great challenges and reason of conflict too. Management theorists attempted explain teamwork conflicts are harmful or beneficial to organizations. Rahim and Bonoma in (1979) and Rahim (1983; 1986) stated that conflict could arise between individuals, groups, organizations and even can also be occur among the nations.

Conflict can occur by a number of reasons including disagreements between individual or group, struggles about resources, aggressive disputes, and harsh arguments. Conflict can also appear as physical aggression like fight and even can be cause of battles. Most of the times at work, it might start from job related issues like responsibilities, power source, authority, ethics and also includes interactive stuffs like misinterpretations, diversity in opinions and due communication barriers in between or among individuals. Conflict can be detrimental to employee satisfaction and job performance if it goes in excess, unnecessary, uncontrollable and unmanageable. Most of the research undertaken presents evidence from developed nations' workplaces other than universities. As a result, this study aimed to contribute empirical evidence from academic environment of Sindh province. Thus, this study focuses on conflict management styles and their impact on employee dissatisfaction with the boss.

Literature Review
According to De Janasz, et al, in 2006 the conflict is natural in organizational life. Truly, it lies in the minds of the people; it appears certainly while arguments, threatening or when fight occurs. Therefore the Problem is not conflict itself, actual problem starts when people and organizations are unable to handle or well known about how to manage conflict effectively. So conflict can be very productive and beneficial for the organization if it is well managed or handled properly. Consequently it can be destructive force for the organization if it is not managed or handled effectively.

According to Chung and Megginson in 1981 in this era conflict is so obvious, it is part of our life. Presently, most of the organizations are facing the increasing rate of conflict and employees who are working there are becoming more assertive about their demands including position, social status, power, outcomes, compensations, and sovereignty. Thus, it has become difficult to make out any kind of agreement among them for settlement. The conflict among employees and groups is increasing continuously. To cope with these conflicts, the various interest and pressure groups like political parties, unions and associations established for forming good environment in organizations.

Concept of Conflict

According to Wright in 1990 the origin of the word conflict is from the Latin word "configure" which basically means to strike together. It is a situation wherein incompatible activities, feelings, interests or intentions occur together. More specifically conflict can described as a difference in opinion of a person about thinking, feeling and ideas of another person. Likewise Rahim in 1992 and Antonioni in 1999 clearly define conflict as an interaction process expressed in incompatibility, and disagreement in the organization and also between organizations. The conflict may be expressed through verbal criticism, claim, and threats through physical violence to person, group or property. The conflict may also remain unexpressed, as in avoidance and contradiction. Historically, conflict was an unwanted factor which was ignored critically. Accordingly the Amusan, in 1996 expressed Conflict as that it is arise mainly due to disagreement between the two parties. However, the recent research suggests that involving in conflicts have sustainable impact on organizational or personal relationships. While due to conflict, the organizational may able to know that problems are exist at work place and their need of to manage it. Discussing about conflict among employees can lead to better solutions. Manage conflict effectively at work place can actually have positive outcomes.

Rahim's Conflict Handling Styles

Conflict management styles have been continuously measured by different taxonomies. Deutsch in 1949 first introduced conceptual schemes for classification of conflict in simple cooperation-competition dichotomy. Then Ruble and Thoma (1976) and Smith (1987) raised doubts on ability of dichotomy and afterwards by Blake and Mouton in 1964 the new grid with two dimensions was introduced for classifying the conflict management styles. However, various scholars have revised this framework by number of the ways, but the conceptualization given by Rahim and Bonoma in 1979 is most famous among all.

The Rahim's model is based on two dimensions also known as dual concern. Rahim and Bonoma, (1979) articulated the first dimension is about self-concern that describe the scale (high or low) that how much peoples try to satisfy their own concerns. Conversely the other dimension is about concern of others, which describes the amount of (high or low) that how peoples try to satisfy the concerns of others. Five management approaches have been identified to resolve the conflict that are integrating, obliging, compromising, dominating and avoiding.

Concisely, Integrating is highly about fully concern about self and also for other. So it is win-win situation. Obliging is situation in which people have low self-concern and a high concern for others and this is called as lose-win scenario. Compromising is give and take situation or consideration in self-concern and for others by describing not any win or lose situation. Dominating is about highly self-concern and little concern for others and determine a win-lose phenomenon. Lastly, Avoiding is about little self-concern and also for others with demonstrating lose-lose situation. These are most adopted managing styles of individual conduct by which interpersonal conflict can be managed depends on circumstances. In order to manage conflict effectively, one style may be more suitable than the other, choosing best among those, generally depend upon the particular situation.

Conflict Management
Rahim in 2002 stated that conflict management is technique of controlling the negative impacts of the conflict and enhancing the all beneficial impacts of organization. Therefore The main objective of conflict management is to boost learning and positive outcomes of individuals, which are including efficiency or performance in organization. Therefore number of scholars including Alpert et al., in 2000; Bodtkerand and Jameson in 2001; Rahim and Bonoma in 1979; Kuhn and Poole in 2000; DeChurch and Marks in 2001 supported that the conflicts in organization which are properly managed can raise team results. The activeness of the conflict management can increase the productivity of the teams. The role of conflict management is to make strategies which can be executed by the members of the groups in order to resolve the conflict. It is agreed by number of researchers in field of conflict management that there are five generally adopted conflict management styles, no doubt there are other styles available as well. Rahim in 1964 has given these five distinct styles which are including integrating, obliging, avoiding, dominating and compromising usually called as typology management styles. Choosing the most appropriate style from these conflict management styles are accordance to particular conditions (Kilmann and Thomas, 1977; Rahim, 1983).

Dominating Style
The people having dominating Style are generally have high personal concern and low concern for other. A dominating person always ready to take stand for self-interest but avoid to rise voice for needs and expectations of other party and try to secure the personal positions. This style identifies and express win-lose situation and try to influence to win one's position. In fact, these people always use to win his or her objectives even ignore the needs and expectations of the other party.

Prior Literature of conflict also explains that integrating, obliging, and compromising styles are positively related with supervision with satisfaction. According to Burke in 1970 in this regard suggested that a integrating, compromising, and obliging styles were related to the effective conflict management which lead to subordinate's satisfaction with supervision, while dominating and avoiding styles were correlated to the ineffective conflict management of conflict that create dissatisfaction of employees with supervision. **Hypothesis 1**: Dominating Style of Conflict Management has positive and significant impact on subordinate's dissatisfaction with Supervision.

Avoiding Style
The avoiding style indicates withdrawing situation which have less self-concern and also others. Therefore, the person having avoiding style will unable to satisfy self-concern and concern of other. It has been expressing the feelings of withdrawal, buck-passing, sidestepping. Rahim in 2002 suggested that avoiding style may is a situation of delaying the exiting problem for appropriate time, or simply use for withdrawing from bullying conditions. This style often reflects less likely concern about the issue and denying the acknowledgement of conflict existence in front of the public.

This style has low assertiveness and cooperativeness (Rahim, 2002). People who use to ignore conflict, they usually adopt the avoiding style in order to escape from conflict situations. When management uses this style of conflict handling, everyone loses. The major disadvantage of avoiding handling style is that the issue is never directly addressed or resolved. Moreover, numerous studies found which is also identified in this study that superior exercises of dominating and avoiding styles of conflict handling usually harmfully effect the subordinate's satisfaction at the work place. Thus, it is hypothesized that:
Hypothesis 2: Avoiding Style of Conflict Management has positive and significant impact on subordinate's dissatisfaction with Supervision.

Satisfaction with Supervision
According to Locke in 1976 the organizational research satisfaction with supervision has gained exclusive consideration. Satisfaction is defined as "fulfillment of one's wishes, desires, expectations or needs" (Millikan 1984; Papineau 1987). Satisfaction at workplace is one of the most important construct in organization Hulin and Judge (2003). Thus, number of the researchers has found that conflict management style is correlated to various features of employee satisfaction. Smith, Kendall, and Hulin in 1969, described five areas of satisfaction: the job, the supervision, colleagues, outcome, and the prospects for

promotion at the work. This reach is all about the relationships of superior and subordinate including subordinate's satisfaction with supervision, so the aspect of supervision among all of above expects is appropriate to our study.

The conflict management styles used by the bosses within organization in supervising their employees affect their working attitude. The directing employees and the amount of supervising them will increase or decrease in their satisfaction with supervision. According to On the other hand, various studies including Kahn, et al., in 1964 and Likert in 1967 have also found that superior exercises of dominating and avoiding during supervision have negative and harmful effect on the subordinate's satisfaction. While adopting integrating, obliging and compromising have positive and significant impact on subordinate's satisfaction. Likewise, evidence from above literature it has been hypothesized that,
Hypothesis 3: Subordinate's dissatisfaction with Supervision has positive and Significant Relationship with Compromising Style of Conflict Management.

Organizational Politics
According to Ferris et al, 1996 it has been argued that "organizational politics is considered as a fact of life". Those, who avoid conflict, they highly likely suffer from risk. Thus we can't image an organization that is free of politics. Accordingly the Molm in 1997 stated that organizations are social entities where worker try to work individually or in groups for shared resources, engage in conflicts and perform various influential strategies in order to get the benefits and attain their goals in different of ways. According to Gands and Murray in 1980, the 60% of respondents of their survey agreed the statement that "most casual conversation appears to be about things I would consider as workplace politics". Organizational politics can be cause of disharmony and also be source conflict at workplaces because politics is considered as serving for self-interest only. Burke in 1988 and Nelson and Burke in 2000 suggest that "the factors which are role-based such as role conflict, role ambiguity, and lack of power and organizational issues are indicative of organizational politics perceptions can be cause of stress for employees".

Figure 1: Conceptual Framework
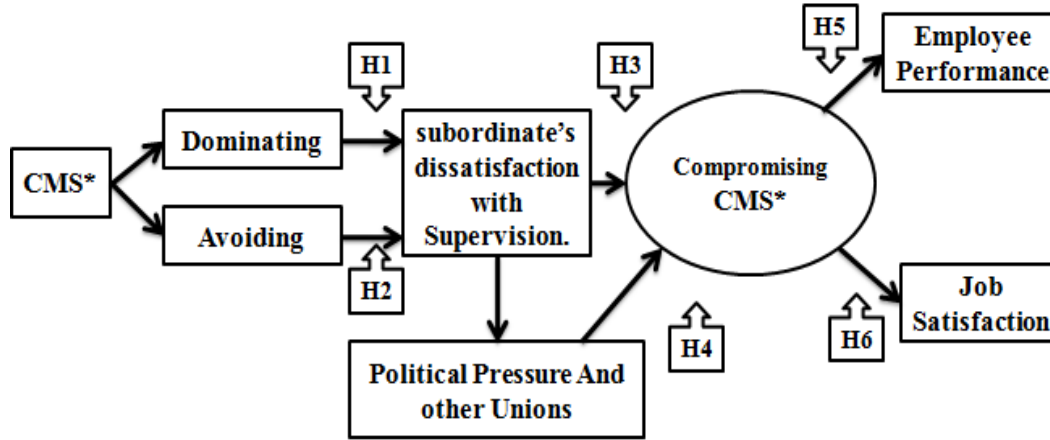
CMS: Conflict Management Styles

In the first phase managers follow the dominating and avoiding conflict management styles. Consequently, subordinate dissatisfaction with supervision emerges and then employees try to influence their bosses/managers by building up pressure with the help of employee union and political authorities. This lead or compel management/managers to change their dominating and avoiding conflict management style to compromising conflict management style, which results employee better performance and job satisfaction.

Research Methodology

Sampling Design

In order to collect relevant data sample areas were University of Sindh Jamshoro, Mehran University of Engineering and Technology Jamshoro and Liaquat University of Medical and Health Sciences Jamshoro. Convenience sampling technique was employed for first phase of data collection for pilot study. After, successful piloting, systematic random sampling technique shall be applied for full study. At present for this study, population for this study comprises of the Deans of faculties, Directors of the departments, professors and lecturers of the said universities. Data were obtained through structured questionnaire.

Research Instrument
Whole data which is used in the study is concluded from the responses of applicants to questionnaire items. Measures of the relevant constructs were taken from the prior studies which are discussed below.

Conflict management styles: Avoiding, Dominating, and Compromising:
Conflict management styles were measure by using Rahim's inventory in 1983 which is usually written as ROCI-II. The Rahim's Organizational conflict inventory instrument is contain multi-items including 28 items uses a 5-point Likert scale to calculate the perceptions of subordinates on supervisor's style of conflict management. The ROCI-II was designed to measure five types of conflict resolution. In which seven items are used to measure integrating style, six items for measuring the obligating style and also avoiding style, For measurement of compromising style 4 items are used and 5 items used to measure the dominating style.

Dissatisfaction with Supervision
Researchers have used the updated version of the original Job Descriptive Index given by Smith at el., in 1969 for measurement of employee's satisfaction with supervision, Afterward this instrument was revised by Roznowski in 1989. The instrument is consist on 18 items. All items have been modified according to the need of the study.

Organizational Politics
Kacmar and Ferris (1991) introduce the scale with 40 for measurement of perception of politics (POPs).later which was revised by Kacmar and Carlson in 1997, who proposed 12-item scale for measuring the POPs. Researcher adjusted Kacmar and Carlson's (1997) scale slightly to fit the organizational environment of a public research university. From which 10 items are used in this study, 2 items are excluded due to close resemblance in statement.

Piloting
Pilot study is a standard scientific tool which is defined "as a small scale initial study carried to estimate the viability, time, cost, detrimental events, and extent of consequence including statistical variability". Researcher conducts pilot study for preliminary analysis before conducting full-scale study or experiment. This is a small examination planned to test the providing and gathering information before to a larger study, for the purpose of to improve the quality, reliability and efficiency of later study or full scale study. It could disclose lacks or absences in the design of a later experiment and procedure. For this research paper

questionnaires were distributed for Piloting, among the administrative and non-administrative staff of public sector Universities of Sindh province.

Results and Discussions

Descriptive statistics was used to test the mean values of the all 58 items. The mean values for all items were above 2.5. The corrected item total correlations analysis is performed in order to purify the measures by deleting garbage items or poor item which is prior to determining the factors that represent the construct. According to Kehoe in 1995, Ebel and Frisbie in 1986; Ray, in1982. The value of all items should be more than 0.19 and the items having negative or less than standard value shall be consider as poor item and must be eliminated to justify the identical concept of each construct. The value of most of items were found above 0.19 but some items from one construct like OP1,OP2,OP6,OP7,OP9,OP10 were rated as below 0.19 and was deleted. The reliability score of 58 items was .891 as mentioned below in the table 1.

Table: 1 Reliability of the Instrument

Variables	Cronbach's Alpha
Compromising	.841
Avoiding	.733
Dominating	.806
Job Satisfaction	.810
Employee Performance	.704
Dissatisfaction with Supervision	.912
Organizational Politics	.773

Over 200 questionnaires were distributed, from the total of questionnaires 150 responses received, from which 126 respondents were usable for the final analysis. SPSS version 22.0 was used to analyze the data which included the demographic information categorized as gender, 58% were male and 42% were female. In age segment, the highest proportion of respondents was in age of 20-29 years. However, the education level of the respondents was high. Nearly 84% of the respondents were enrolled in MPhil /PhD. The large numbers of respondents

were teaching faculty 82% and remaining are of administrative level. 46% of respondent having the work experience of between 10-20 years.

Table 2: Profile of the respondents

Demographics	Categories	Frequency	Percentage
Gender	Male	74	58.7
	Female	52	41.3
Marital Status	Married	52	41.3
	Single	74	58.7
Age	20 to 29	79	62.7
	30 to 39	33	26.2
	40 to 49	5	4.0
	50 above	9	7.1
Education	Bachelor Degree	23	18.3
	Master Degree	48	38.1
	MPhil/PhD	55	43.7
Experience			
	Less 1 year	34	42.9
	10-20 years	58	18.7
	21-30 years	27	7.1
	31-40 years	1	1.0
	41-above	6	4.8
Occupation	Top level Management	21	16.7
	Middle level	104	82.5

	management			.8
Lower level of management	1			.8

Factor loading are the value which describe that how much the variables are related to each factor in the model. In other words, factor loading shows how various dimensions of one constructs load onto it. The Variables with high loadings are the characteristic features of the factor. That is why they are also known as factor variable correlations.

Table 3: Factor loading

Variables	Avoid	SubDissat	Dominating	OP	CMS
Avoid1	0.7097	0.0983	0.4485	0.1068	0.6241
Avoid1	0.7097	0.0983	0.4485	0.1068	0.6241
Avoid2	0.7305	0.2948	0.3394	-0.2406	0.5991
Avoid2	0.7305	0.2948	0.3394	-0.2406	0.5991
Avoid3	0.4484	0.2019	0.2501	0.1159	0.482
Avoid4	0.7561	0.3756	0.3819	-0.2121	0.6375
Avoid4	0.7561	0.3756	0.3819	-0.2121	0.6375
Avoid5	0.7206	0.1877	0.3226	-0.0864	0.5457
Avoid5	0.7206	0.1877	0.3226	-0.0864	0.5457
Avoid6	0.283	0.1618	0.2119	-0.152	0.3713
Dissat10	0.1177	0.7901	0.2045	-0.2815	0.2173
Dissat11	0.4512	0.8499	0.3866	-0.4134	0.4808
Dissat12	0.17	0.7049	0.3575	-0.2559	0.3313
Dissat17	0.3592	0.7457	0.3181	-0.1503	0.3952

Dissat6	0.1395	0.7832	0.254	-0.3407	0.2437
Dissat8	0.2184	0.8737	0.2909	-0.2522	0.3222
Domi1	0.3838	0.4262	0.7926	-0.0866	0.7102
Domi1	0.3838	0.4262	0.7926	-0.0866	0.7102
Domi2	0.4503	0.49	0.7403	-0.1591	0.7046
Domi2	0.4503	0.49	0.7403	-0.1591	0.7046
Domi3	0.53	0.2538	0.8078	-0.0929	0.7619
Domi3	0.53	0.2538	0.8078	-0.0929	0.7619
Domi4	0.2899	0.0069	0.7197	0.1326	0.6073
Domi4	0.2899	0.0069	0.7197	0.1326	0.6073
Domi5	0.224	0.2535	0.6897	0.0563	0.543
Domi5	0.224	0.2535	0.6897	0.0563	0.543
OP10	-0.1313	-0.2451	-0.0643	0.7964	-0.0836
OP9	-0.1268	-0.3709	-0.0341	0.9167	-0.0986

The convergent validity will be proved when all factor loading of their own construct will be higher than 0.7. Moreover, average variance extracted (AVE) value must be more than 0.5 and Composite reliability must be greater than 0.7 for all constructs. The factor loadings, AVE, composite reliability, R square value, and Cronbach's alpha and communality values are equal or more than standard value and has been given in table 4. Likewise the AVE of each construct is higher than 0.5 and Composite Reliability of each construct is greater than 0.7. Consequently, it is confirm that the items which are measured are fitted in one construct and the convergent validity of the model which was test is satisfied.

Table 4: Average Variance Extracted

	AVE	Composite Reliability	R Square	Cronbach's Alpha	Communality
Avoid	0.5321	0.8197	0	0.7071	0.5321
CMS	0.3698	0.8622	0.9828	0.8252	0.3698
Dominating	0.5645	0.8659	0	0.8067	0.5645
OP	0.7373	0.8481	0.1364	0.6562	0.7373
SubDissat	0.6294	0.9102	0.19	0.882	0.6294

Table 5: Latent Variables

	Avoid	CMS	Dominating	OP	SubDissat
Avoid	0.729452		0	0	0
CMS	0.8273	0.608112	0	0	0
Dominating	0.5141	0.8938	0.751332	0	0
OP	-0.148	-0.1066	-0.0531	0.858662	0
SubDissat	0.3303	0.4359	0.3915	-0.3693	0.793347

Conclusion

Conflict is generally defined as disagreements between individuals, groups, or organizations with regards of interests or ideas. As according to Rahim in 1992 and Antonioni in 1999 the conflict is all about incompatibility, and disagreements within or between organization .likewise the individual interaction within companies, having different values and conditions create anxiety at workplace. Conflict is thus consider as a state in which there is incompatibility of employees working at workplace. Green, Leslie and Marks in 2001 expressed that corporations are getting more and more dependent on groups as the essential element at workplace. Though groups collectively demand resources, and due to their needful nature is one of the major source of conflict. As factually Conflict considered as unwanted thing and being ignored stated by Esquivel in 1997.Traditional theorists assumed that conflict is source of inefficiency therefore it was undesirable detriment to the organization and was tried to eliminate or minimized as possible. Whereas, in modern view conflict has emerged as consequence of interactions of individuals and groups in social systems and open system theory. As per several researchers including Janis in 1972, Wilson and Jerrell in 1981, Rahim in 1986, Cosier and Dalton in 1990, Kolb and Putnam in 1992, Hellriegel, Slocum and Woodman in 1995, Van de Vliert in 1997, and Cetin and Hacifazlioglu, in 2004 maintained the social and open system theory and stated that conflict should be considered as a positive indicator of effective organization management. Therefore, Lippitt in 1982 expressed that organization should be view conflict management as an essential effective and efficient management activity. Studies by Ruble and Thomas in 1976 and Van De Vliert and Kabanoff in 1990 sustain these dimensions. Earlier, management theorist used the term "conflict avoidance", but in this modern era this term is progressively replaced with the term of "conflict management.

Conflict in universities proceeds in different forms; for example, teaching faculty (lecturers/professors) are averse to obey the administration (directors/deans), they do not willing to follow the rules or accept additional work. Furthermore, they do not easily oblige to their administration (directors/deans). On the contrary, administration adopts imposing/dominating approach, like they force lecturers for continuous working. They also impose other works regardless of their will and sometimes they avoid their lawful demands, their needs and requirements. It therefore becomes common that conflict between lecturers and directors and between directors and deans, also between deans and VCs repeatedly arise any time in the university.

Conflict arises between or among various individuals because of their every time interaction in institutions. Conflict can be expressing the act of hostility, antagonism, dislike, hatred, anger, aggression and misunderstanding between the staff members. Beside from the non-administrative staff e.g., lectures, professors, and other teaching staff, dealing with conflict for administrative staff is also challenging. It can be unsatisfying and uncomfortable experience to coping with conflict.

Schmidt and Tannenbaum in 1960 supported that "when conflict arises, strong feelings aroused, objectivity flies out the window, egos are threatened, and personal relationships are placed in jeopardy". For having effective administrators the directors, deans and other administrative staff should be able to effectively handle conflict situations. Besides, these issues politics is also major part of organizational life. when individuals and groups try to threaten the goals, desires of other individual or groups even though the formal systems is designed to control these issues, superiors try to avoid major issues even genuine requirements, needs of their subordinates and try to dominate over them. Organizational members use political power and other associations and unions to influence their superiors. Associations/groups may employ politics in their reaction to make changes in policy that threaten their interests. These situations need using different conflict management styles, depending upon the conflict phenomena confronted.

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