

# A Study On Group Conflict Management And Its Impact On Employee Productivity Improvement With Special Reference To A.S Aqua Farm, Vikkiravandi

Abitha. C

Dept of Management Studies  
IFET COLLEGE OF ENGINEERING

**Abstract-** Conflict is a natural and unavoidable phenomenon in any organization where individuals with diverse backgrounds, skills, and opinions interact. This study examines the impact of group conflict management on employee productivity improvement at A.S Aqua Farm, Vikkiravandi, a water purification and supply organization. The study identifies the major causes of workplace conflict, evaluates the existing conflict management practices, and analyzes their influence on employee productivity. Data was collected from 100 employees through a structured questionnaire using a five-point Likert scale, and was analyzed using percentage analysis, chi-square test, and correlation analysis. The findings reveal that communication gaps, work pressure, role ambiguity, and personality differences are the major causes of conflict, and that effective conflict management practices significantly improve teamwork, employee morale, and overall productivity. The chi-square test confirmed a significant association between conflict management and productivity improvement, while correlation analysis revealed a strong positive relationship ( $r = 0.782$ ) between the two variables. The study concludes with suggestions for improving communication, leadership, and conflict resolution mechanisms to enhance organizational productivity.

**Keywords:** Group Conflict, Conflict Management, Employee Productivity, Teamwork, Organizational Performance

## I. INTRODUCTION

### 1.1 INTRODUCTION

#### Definition:

Conflict is a natural phenomenon that occurs whenever individuals or groups interact within an organization. In a workplace, employees come from different backgrounds, possess different skills, and have varying opinions, which may lead to disagreements and conflicts. While conflict is often viewed negatively, it can also contribute to organizational growth when managed effectively.

Proper conflict management helps organizations improve communication, strengthen teamwork, enhance employee morale, and increase productivity.

Group conflict refers to disagreements or misunderstandings that arise among employees working in teams or departments. Common causes of group conflict include communication gaps, work pressure, lack of coordination, role ambiguity, and differences in individual perspectives.

If conflicts are not addressed properly, they can affect employee performance, delay work processes, reduce job satisfaction, and negatively impact organizational productivity. Productivity improvement is a key objective for every organization as it directly influences efficiency, profitability, and overall performance. Organizations that effectively manage conflicts can create a positive work environment where employees cooperate, share ideas, and work toward common goals. Effective conflict management strategies such as open communication, teamwork, employee participation, and leadership support help reduce workplace tensions and improve productivity.

A.S Aqua Farm, Vikkiravandi, is engaged in water purification and supply activities where employees work together in various functional areas such as production, packaging, maintenance, and distribution. Since teamwork is essential for smooth operations, effective conflict management plays a crucial role in maintaining productivity and organizational success.

Understanding the causes of conflict and implementing suitable conflict resolution practices can help improve employee relationships and overall organizational performance. This study focuses on analyzing the impact of group conflict management on productivity improvement in A.S Aqua Farm, Vikkiravandi.

The study aims to identify the causes of workplace conflict, evaluate existing conflict management practices, and examine their influence on employee productivity. The

findings of this study will help management adopt effective strategies to enhance teamwork, reduce conflicts, and improve organizational efficiency.

## 1.2 INDUSTRY PROFILE

### Water Purification Industry

The water purification industry plays a vital role in providing safe and clean drinking water to households, commercial establishments, industries, and institutions. With increasing population growth, urbanization, industrialization, and rising awareness about health and hygiene, the demand for purified drinking water has increased significantly in recent years.

Water purification involves the removal of physical, chemical, and biological contaminants from water to make it suitable for human consumption. The industry utilizes various purification technologies such as Reverse Osmosis (RO), Ultraviolet (UV) treatment, Ultrafiltration (UF), and activated carbon filtration to ensure water quality and safety standards.

In India, the water purification industry has witnessed rapid growth due to concerns about water contamination and the increasing need for safe drinking water. Government initiatives, public health awareness programs, and technological advancements have further contributed to the expansion of the industry. The sector includes packaged drinking water manufacturers, water treatment plants, purification equipment manufacturers, and water supply service providers.

The success of the water purification industry depends on efficient production processes, quality control measures, timely distribution, and effective workforce management. Employees working in production, maintenance, quality assurance, packaging, and distribution departments must coordinate closely to ensure uninterrupted operations. Therefore, teamwork and effective communication are essential for achieving organizational goals. However, workplace conflicts may arise due to work pressure, communication gaps, role ambiguity, resource constraints, and interpersonal differences among employees. Such conflicts can affect employee morale, productivity, and operational efficiency. Therefore, organizations in the water purification industry must implement effective conflict management practices to maintain a positive work environment and improve productivity.

The water purification industry contributes significantly to public health, economic development, and

employment generation. As competition in the industry continues to increase, organizations are focusing on improving operational efficiency, employee performance, and customer satisfaction. Effective conflict management and employee engagement have become important factors for sustaining productivity and achieving long-term organizational success. Thus, the water purification industry represents a growing and essential sector that relies heavily on employee cooperation, teamwork, and efficient management practices to ensure quality service delivery and organizational growth.

## 1.3 COMPANY PROFILE

### A.S Aqua Farm, Vikkiravandi

A.S Aqua Farm is a water purification and supply organization located in Vikkiravandi, Tamil Nadu. The company is engaged in the purification, packaging, and distribution of safe drinking water to residential, commercial, and institutional customers. The organization focuses on providing high-quality purified water by following standard purification processes and maintaining strict quality control measures.

The company utilizes modern water treatment technologies to ensure that the water supplied meets safety and hygiene standards. The purification process involves filtration, reverse osmosis (RO), ultraviolet (UV) treatment, and other advanced techniques to remove impurities and harmful contaminants from water. Through these processes, the company aims to provide clean and healthy drinking water to its customers.

A.S Aqua Farm operates with a team of skilled employees who are responsible for various activities such as production, purification, packaging, quality testing, maintenance, administration, and distribution. The smooth functioning of these activities requires effective coordination and communication among employees. Teamwork plays a significant role in ensuring uninterrupted production and timely delivery of purified water.

The company is committed to customer satisfaction by maintaining product quality, timely service, and operational efficiency. Management continuously focuses on improving employee performance, workplace relationships, and organizational productivity. Various management practices are implemented to ensure employee cooperation and effective conflict resolution within the workplace.

As a growing organization in the water purification industry, A.S Aqua Farm recognizes the importance of human

resource management in achieving organizational success. Employee productivity, teamwork, and conflict management are considered essential factors for improving operational efficiency and maintaining a positive work environment.

The company also emphasizes employee welfare by providing a safe working environment, adequate resources, and opportunities for skill development. By promoting effective communication and teamwork, A.S Aqua Farm strives to achieve sustainable growth and long-term success in the water purification industry.

#### **Vision:**

To become a trusted provider of high-quality purified drinking water while maintaining excellence in customer service, employee satisfaction, and operational efficiency.

#### **Mission:**

- To provide safe and hygienic drinking water to customers.
- To maintain high-quality purification standards.
- To improve employee productivity through effective management practices.
- To ensure customer satisfaction through reliable service.
- To achieve sustainable organizational growth and development.

#### **Products and Services:**

- Purified Drinking Water
- Water Purification Services
- Packaged Drinking Water Supply
- Commercial Water Supply Services
- Water Quality Management Services

#### **Organizational Structure:**

The company consists of the following departments:

- Production Department
- Quality Control Department
- Maintenance Department
- Distribution and Supply Department
- Administration Department
- Human Resource Management Department

### **1.4 OBJECTIVE OF THE STUDY**

- To study the impact of group conflict management on employee productivity at A.S Aqua Farm Water Purification Company, Villupuram.
- To identify the major causes of group conflicts among employees at A.S Aqua Farm.
- To evaluate employee perception and satisfaction towards existing conflict resolution practices.
- To suggest solutions for group conflict management.

### **1.5 NEED OF THE STUDY**

- To understand the causes of group conflict among employees.
- To analyze the impact of conflict on employee productivity.
- To study the existing conflict management practices in A.S Aqua Farm.
- To identify the major factors influencing conflicts such as communication gap and work pressure.
- To examine how conflict affects team performance and job satisfaction.
- To provide suggestions for improving conflict management.

### **1.6 SCOPE OF THE STUDY**

- The study focuses on group conflict management and its impact on employee productivity.
- It is limited to the employees of A.S Aqua Farm.
- The study covers 12 key variables related to conflict and productivity, including communication gap, leadership, and work pressure.

### **1.7 LIMITATION OF THE STUDY**

- The study is limited to employees of A.S Aqua Farm, Vikkiravandi; therefore, the findings cannot be generalized to other organizations.
- The sample size is restricted to 100 respondents, which may not represent the opinions of all employees.
- The study is based on the responses provided by employees, and there may be chances of personal bias in their answers.
- Due to time constraints, detailed data collection from a larger population was not possible.
- The study focuses only on group conflict management and productivity improvement; other factors affecting productivity were not considered.
- The accuracy of the study depends on the sincerity and honesty of the respondents while answering the questionnaire.

- Changes in organizational policies and working conditions during the study period may influence the responses of employees.
- The research is confined to a specific geographical location and organizational environment, which may limit the applicability of the results to other sectors.
- Financial and resource constraints limited the scope of data collection and analysis.
- The study uses a structured questionnaire, which may not capture all aspects of employee perceptions regarding conflict management.

## II. REVIEW OF LITERATURE

### 2.1. Rahim (2019)

**Title: Workplace Conflict Management and Employee Productivity**  
**Journal: International Journal of Management Studies Review**

Rahim (2019) conducted a study to examine the relationship between workplace conflict management and employee productivity. The study emphasized that conflicts are unavoidable in organizations where employees work together to achieve common goals. The researcher identified communication barriers, differences in opinions, and lack of coordination as major causes of workplace conflict. The study found that organizations adopting effective conflict management techniques such as negotiation, collaboration, and open communication experienced higher levels of employee satisfaction and productivity. The findings further revealed that proper conflict resolution helps improve employee morale, teamwork, and organizational effectiveness.

#### Inference

The study concluded that effective conflict management positively influences employee productivity and creates a healthy work environment.

### 2.2. Thomas (2020)

**Title: Impact of Workplace Conflict on Organizational Performance**  
**Journal: Journal of Business and Management Research Review**

Thomas (2020) investigated the impact of workplace conflict on organizational performance. The study highlighted that workplace conflicts arise due to communication gaps, workload imbalance, role ambiguity, and interpersonal

differences among employees. Data collected from employees across different organizations showed that unresolved conflicts lead to stress, reduced motivation, absenteeism, and lower productivity. The researcher suggested that management should encourage open communication and employee participation in decision-making to reduce conflicts. The study also emphasized the role of supervisors in identifying and resolving conflicts at an early stage.

#### Inference

The study found that reducing communication barriers and promoting teamwork significantly improves organizational performance.

### 2.3. Kumar and Devi (2021)

**Title: Employee Conflict and Productivity Improvement: An Empirical Study**  
**Journal: Asian Journal of Management Research Review**

Kumar and Devi (2021) conducted an empirical study to analyze the effect of employee conflict on productivity improvement. The study focused on understanding how workplace conflicts influence employee performance and organizational efficiency. The researchers found that conflicts often arise due to workload pressure, lack of cooperation, and misunderstandings among employees. The study revealed that unresolved conflicts negatively affect teamwork, employee commitment, and job satisfaction. However, organizations implementing conflict management programs experienced better coordination and higher productivity levels.

#### Inference

The study concluded that conflict management practices play a significant role in improving employee productivity and organizational performance.

### 2.4. Sharma (2022)

**Title: Conflict Resolution Strategies and Employee Performance**  
**Journal: International Journal of Human Resource Management Review**

Sharma (2022) examined various conflict resolution strategies and their impact on employee performance. The study highlighted that organizations need structured conflict resolution mechanisms to address workplace disagreements

effectively. The researcher identified mediation, counseling, communication training, and team-building activities as effective methods for reducing conflicts. The findings indicated that employees who received conflict management training demonstrated better interpersonal relationships and higher performance levels. The study also emphasized the importance of leadership support in maintaining a positive work environment.

### **Inference**

The study concluded that conflict resolution strategies significantly improve employee performance and workplace relationships.

### **2.5. Ramesh (2023)**

**Title: Group Conflict Management and Organizational Productivity**

**Journal: Global Journal of Business Studies**

### **Review**

Ramesh (2023) conducted a study on the relationship between group conflict management and organizational productivity. The research focused on team-based organizations where employee collaboration is essential for achieving organizational goals. The findings revealed that group conflicts affect employee morale, teamwork, communication, and productivity. The study suggested that organizations should encourage collaborative conflict resolution approaches and promote a culture of mutual respect. Effective leadership, employee involvement, and transparent communication were identified as key factors in reducing group conflicts and improving productivity.

### **Inference**

The study concluded that effective group conflict management enhances teamwork, employee morale, and overall organizational productivity.

## **III. RESEARCH METHODOLOGY**

### **3.1 RESEARCH METHODOLOGY**

#### **Definition**

Research methodology is a systematic and scientific process used to collect, analyze, and interpret data related to a specific research problem. It provides a structured framework for conducting research and helps the researcher arrive at

meaningful conclusions through logical and organized procedures.

In this study, research methodology is used to analyze the impact of group conflict management on productivity improvement among employees of A.S Aqua Farm, Vikkiravandi. It helps in identifying the causes of workplace conflicts, evaluating conflict management practices, and examining their influence on employee productivity.

### **3.2 DATA COLLECTION METHOD**

The data required for the study were collected from both primary and secondary sources.

#### **Primary Data**

Primary data were collected directly from employees of A.S Aqua Farm through a structured questionnaire. The questionnaire was designed using a five-point Likert scale to gather information regarding group conflict management and productivity improvement. Employees provided their opinions and experiences related to workplace conflicts and conflict resolution practices.

### **3.3 RESEARCH DESIGN**

#### **The study adopts a Descriptive Research Design.**

Descriptive research is used to describe the characteristics, opinions, and behavior of respondents regarding a particular phenomenon. It helps in collecting factual information and analyzing it in a structured manner. In the present study, descriptive research design is used to understand employee perceptions regarding group conflict management and its effect on productivity improvement.

### **3.4 SAMPLING TECHNIQUE**

The study uses Simple Random Sampling Technique. Simple random sampling is a probability sampling method in which every employee has an equal chance of being selected for the study. This method helps in reducing bias and ensures fair representation of respondents.

### **3.5 SAMPLE SIZE**

The sample size selected for the study is 100 employees working in A.S Aqua Farm, Vikkiravandi.

### **3.6 AREA OF THE STUDY**

The study was conducted at A.S Aqua Farm, Vikkiravandi, which is engaged in water purification and supply activities.

### 3.7 TOOLS USED FOR ANALYSIS

The collected data were analyzed using the following statistical tools:

- Percentage Analysis
- Chi-Square Test
- Correlation Analysis

#### A) Percentage Analysis

Percentage analysis has been done to obtain the percentage of respondents Highly Satisfied, Satisfied, Highly Dissatisfied, and Dissatisfied for each factor. Percentage analysis can be calculated as follows: first, the frequency, i.e., the total population, is noted in a tabular column. Then the percentage is calculated by dividing each frequency by the total population and multiplying by 100. The values are then noted in the column as a percentage. This method is useful to identify trends such as satisfaction level, agreement, and opinions regarding conflict management practices.

**Formula: Percentage = (Number of Respondents / Total Number of Respondents) × 100**

#### B) Chi-Square Test

A chi-squared test, also written as  $\chi^2$  test, is a statistical hypothesis test in which the sampling distribution of the test statistic is a chi-squared distribution when the null hypothesis is true. Chi-squared tests are often constructed from a sum of squared errors, or through the sample variance. Test statistics that follow a chi-squared distribution arise from an assumption of independent normally distributed data, which is valid in many cases due to the central limit theorem. A chi-squared test can be used to attempt rejection of the null hypothesis that the data are independent.

**Chi-Square =  $\Sigma (O - E)^2 / E$**

#### C) Correlation Analysis

Correlation analysis deals with the association between two or more variables. Correlation does not necessarily imply causation or a functional relationship, although the existence of causation always implies correlation. By itself it establishes only covariation. In this research, rank correlation was used. A correlation is a statistical measure of

the relationship between two variables. The values are compared using Karl Pearson's correlation. The correlation coefficient, denoted as "r", is calculated using the following formula:

$$r = (\Sigma[(x - \bar{x})(y - \bar{y})]) / [\sqrt{(\Sigma(x - \bar{x})^2)} \times \sqrt{(\Sigma(y - \bar{y})^2)}]$$

### 3.8 VARIABLES OF THE STUDY

**Independent Variable: Group Conflict Management**

**Dependent Variable: Employee Productivity Improvement**

## IV. DATA ANALYSIS AND INTERPRETATION

### 4.1 PERCENTAGE ANALYSIS

#### 4.1.1 Age

**Table 4.1.1 Age**

Particular	Frequency	Percentage
Below 25 years	20	20%
26 – 35 Years	40	40%
36 – 45 Years	25	25%
Above 45 years	15	15%
Total	100	100%

*Fig. 4.1.1*

#### Inference

The above table shows the age distribution of employees working in A.S Aqua Farm. Out of 100 respondents, 40% belong to the age group of 26–35 years, which represents the majority of the workforce. About 25% of respondents are in the age group of 36–45 years, while 20% are below 25 years. The remaining 15% are above 45 years of age. This indicates that the organization has a predominantly young and productive workforce.

#### 4.1.2 Gender

**Table 4.1.2 Gender**

Particular	Frequency	Percentage
Male	58	58%
Female	42	42%
Total	100	100%

*Fig. 4.1.2*

#### Inference

It is inferred that the majority of respondents are male employees (58%), while female employees constitute 42% of the workforce. This indicates a relatively balanced gender composition within A.S Aqua Farm, with male employees slightly outnumbering female employees.

#### 4.1.3 Designation

**Table 4.1.3 Designation**

Particular	Frequency	Percentage
Production Operator	35	35%
Supervisor	20	20%
Quality Controller	15	15%
Maintenance Staff	12	12%
Packing Staff	10	10%
Administrative Staff	8	8%
Total	100	100%

*Fig. 4.1.3*

**Inference**

It is inferred that the majority of respondents (35%) are Production Operators. Since most employees are directly involved in production activities, effective group conflict management is essential to maintain coordination, reduce workplace conflicts, and improve productivity at A.S Aqua Farm.

**4.1.4 Work Experience**

**Table 4.1.4 Work Experience**

Particular	Frequency	Percentage
Below 2 years	25	25%
2 – 5 years	40	40%
6 – 10 years	20	20%
Above 10 years	15	15%
Total	100	100%

*Fig. 4.1.4*

**Inference**

It is inferred that the majority of respondents (40%) have 2–5 years of work experience. This suggests that A.S Aqua Farm has a stable workforce with adequate experience, which can contribute positively to teamwork, conflict management, and productivity improvement.

**4.1.5 Employment Type**

**Table 4.1.5 Employment Type**

Particular	Frequency	Percentage
Permanent	65	65%
Contract	25	25%
Temporary	10	10%
Total	100	100%

*Fig. 4.1.5*

**Inference**

It is inferred that the majority of respondents (65%) are permanent employees. This suggests that A.S Aqua Farm maintains a stable workforce, which helps in effective conflict management, teamwork, and productivity improvement.

**4.1.6 Experience of Conflict at Workplace**

**Table 4.1.6 Experience of Conflict at Workplace**

Particular	Frequency	Percentage
Strongly Agree	22	22%
Agree	38	38%
Neutral	18	18%
Disagree	14	14%
Strongly Disagree	8	8%
Total	100	100%

*Fig. 4.1.6*

**Inference**

It is inferred that 60% of the respondents (38% Agree and 22% Strongly Agree) have experienced conflict at the workplace. This indicates that workplace conflict is a common issue among employees of A.S Aqua Farm, highlighting the importance of effective conflict management practices to improve productivity and maintain a positive work environment.

**4.1.7 How Often Conflicts Occur in the Team**

**Table 4.1.7 How Often Conflicts Occur in the Team**

Particular	Frequency	Percentage
Very Frequently	12	12%
Frequently	28	28%
Occasionally	40	40%
Rarely	15	15%
Never	5	5%
Total	100	100%

*Fig. 4.1.7*

**Inference**

It is inferred that the majority of respondents (40%) believe conflicts occur occasionally within their teams. This suggests that while conflicts are present in the workplace, they are not excessively frequent and can be managed effectively through proper conflict management strategies and communication practices.

**4.1.8 Conflict Occurs Due to Communication Gap**

**Table 4.1.8 Conflict Occurs Due to Communication Gap**

Particular	Frequency	Percentage
Strongly Agree	30	30%
Agree	35	35%
Neutral	15	15%
Disagree	12	12%
Strongly Disagree	8	8%
Total	100	100%

*Fig. 4.1.8*

**Inference**

It is inferred that 65% of the respondents (35% Agree and 30% Strongly Agree) believe that communication gaps are the primary cause of workplace conflicts. Therefore, improving communication channels and information sharing can help reduce conflicts and improve productivity in A.S Aqua Farm.

**4.1.9 Types of Conflicts Faced**

**Table 4.1.9 Types of Conflicts Faced**

Particular	Frequency	Percentage
Task-related	65	65%
Relationship-related	35	35%
Total	100	100%

*Fig. 4.1.9*

**Inference**

It is inferred that the majority of respondents (65%) experience task-related conflicts. Therefore, management should focus on improving work allocation, communication, and role clarity to minimize task-related conflicts and enhance productivity.

**4.1.10 Conflicts Create Stress Among Employees**

**Table 4.1.10 Conflicts Create Stress Among Employees**

Particular	Frequency	Percentage
Strongly Agree	32	32%
Agree	36	36%
Neutral	14	14%
Disagree	10	10%
Strongly Disagree	8	8%
Total	100	100%

*Fig. 4.1.10*

**Inference**

It is inferred that 68% of the respondents (36% Agree and 32% Strongly Agree) believe that conflicts create stress among employees. Therefore, effective conflict management practices can help reduce stress, improve employee well-being, and enhance productivity in A.S Aqua Farm.

**4.1.11 Conflict Reduces Teamwork**

**Table 4.1.11 Conflict Reduces Teamwork**

Particular	Frequency	Percentage
Strongly Agree	28	28%
Agree	40	40%
Neutral	12	12%
Disagree	12	12%
Strongly Disagree	8	8%
Total	100	100%

*Fig. 4.1.11*

**Inference**

It is inferred that 68% of the respondents (40% Agree and 28% Strongly Agree) believe that conflicts reduce teamwork. Therefore, effective conflict management is essential to improve collaboration, maintain healthy employee relationships, and enhance overall productivity in A.S Aqua Farm.

**4.1.12 Conflict Affects Daily Production**

**Table 4.1.12 Conflict Affects Daily Production**

Particular	Frequency	Percentage
Strongly Agree	30	30%
Agree	38	38%
Neutral	15	15%
Disagree	10	10%
Strongly Disagree	7	7%
Total	100	100%

*Fig. 4.1.12*

**Inference**

It is inferred that 68% of the respondents (38% Agree and 30% Strongly Agree) believe that conflicts affect daily production and supply. Therefore, effective conflict management practices are necessary to ensure smooth operations, timely supply, and improved productivity in A.S Aqua Farm.

**4.1.13 Conflict Leads to Misunderstanding in Work**

**Table 4.1.13 Conflict Leads to Misunderstanding in Work**

Particular	Frequency	Percentage
Strongly Agree	34	34%
Agree	36	36%
Neutral	12	12%
Disagree	10	10%
Strongly Disagree	8	8%
Total	100	100%

*Fig. 4.1.13*

**Inference**

It is inferred that 70% of the respondents (36% Agree and 34% Strongly Agree) believe that conflicts lead to misunderstandings in work. Therefore, improving communication and conflict resolution mechanisms can help

reduce misunderstandings and enhance productivity in A.S Aqua Farm.

#### 4.1.14 Does Management Take Action to Resolve Conflict

**Table 4.1.14 Does Management Take Action to Resolve Conflict**

Particular	Frequency	Percentage
Strongly Agree	25	25%
Agree	40	40%
Neutral	18	18%
Disagree	10	10%
Strongly Disagree	7	7%
Total	100	100%

Fig. 4.1.14

#### Inference

It is inferred that 65% of the respondents (40% Agree and 25% Strongly Agree) believe that management takes action to resolve conflicts. This indicates that management plays an active role in addressing workplace issues and maintaining a positive work environment in A.S Aqua Farm.

#### 4.1.15 Conflict Resolution in the Organization

**Table 4.1.15 Conflict Resolution in the Organization**

Particular	Frequency	Percentage
Very Effective	20	20%
Effective	42	42%
Neutral	20	20%
Ineffective	12	12%
Very Ineffective	6	6%
Total	100	100%

Fig. 4.1.15

#### Inference

It is inferred that 62% of the respondents (42% Effective and 20% Very Effective) believe that conflict resolution in the organization is effective. This suggests that the management has implemented suitable measures to handle workplace conflicts and maintain a productive work environment.

#### 4.1.16 Method Mostly Used to Resolve Conflict

**Table 4.1.16 Method Mostly Used to Resolve Conflict**

Particular	Frequency	Percentage
Discussion/Communication	38	38%
Mediation by Supervisor	25	25%
Team Meeting	18	18%
Counseling	12	12%
Formal Complaint Procedure	7	7%
Total	100	100%

Fig. 4.1.16

#### Inference

It is inferred that Discussion/Communication (38%) is the most widely used method for resolving conflicts in A.S Aqua Farm. Effective communication helps employees address issues quickly, reduce misunderstandings, and maintain a positive working environment.

#### 4.1.17 Management Listens to Employee Problems

**Table 4.1.17 Management Listens to Employee Problems**

Particular	Frequency	Percentage
Strongly Agree	28	28%
Agree	40	40%
Neutral	15	15%
Disagree	10	10%
Strongly Disagree	7	7%
Total	100	100%

Fig. 4.1.17

#### Inference

It is inferred that 68% of the respondents (40% Agree and 28% Strongly Agree) believe that management listens to employee problems. This indicates a positive relationship between employees and management, which helps in resolving conflicts effectively and improving organizational productivity.

#### 4.1.18 Conflicts are Resolved Quickly in the Organization

**Table 4.1.18 Conflicts are Resolved Quickly in the Organization**

Particular	Frequency	Percentage
Strongly Agree	24	24%
Agree	42	42%
Neutral	16	16%
Disagree	11	11%
Strongly Disagree	7	7%
Total	100	100%

Fig. 4.1.18

#### Inference

It is inferred that 66% of the respondents (42% Agree and 24% Strongly Agree) believe that conflicts are resolved quickly in the organization. This suggests that timely conflict resolution contributes to maintaining a positive work environment and improving employee productivity.

#### 4.1.19 Satisfaction with Conflict Management Practices

**Table 4.1.19 Satisfaction with Conflict Management Practices**

Particular	Frequency	Percentage
Strongly Agree	26	26%
Agree	41	41%
Neutral	18	18%
Disagree	9	9%
Strongly Disagree	6	6%
Total	100	100%

Fig. 4.1.19

**Inference**

It is inferred that 67% of the respondents (41% Agree and 26% Strongly Agree) are satisfied with the conflict management practices in A.S Aqua Farm. This suggests that the organization has established effective conflict resolution mechanisms that contribute to employee satisfaction and workplace harmony.

**4.1.20 Training Given for Conflict Management**

**Table 4.1.20 Training Given for Conflict Management**

Particular	Frequency	Percentage
Strongly Agree	22	22%
Agree	38	38%
Neutral	20	20%
Disagree	12	12%
Strongly Disagree	8	8%
Total	100	100%

Fig. 4.1.20

**Inference**

It is inferred that 60% of the respondents (38% Agree and 22% Strongly Agree) believe that training is provided for conflict management. This suggests that the organization recognizes the importance of conflict management training in improving employee relationships, teamwork, and productivity.

**4.1.21 Conflicts Affect Individual Performance**

**Table 4.1.21 Conflicts Affect Individual Performance**

Particular	Frequency	Percentage
Strongly Agree	29	29%
Agree	39	39%
Neutral	14	14%
Disagree	11	11%
Strongly Disagree	7	7%
Total	100	100%

Fig. 4.1.21

**Inference**

It is inferred that 68% of the respondents (39% Agree and 29% Strongly Agree) believe that conflicts affect their individual performance. Therefore, reducing workplace conflicts can help improve employee effectiveness, job satisfaction, and overall organizational productivity.

**4.1.22 Conflict Causes Delay in Productivity and Supply**

**Table 4.1.22 Conflict Causes Delay in Productivity and Supply**

Particular	Frequency	Percentage
Strongly Agree	31	31%
Agree	37	37%
Neutral	15	15%
Disagree	10	10%
Strongly Disagree	7	7%
Total	100	100%

Fig. 4.1.22

**Inference**

It is inferred that 68% of the respondents (37% Agree and 31% Strongly Agree) believe that conflicts cause delays in production and supply activities. Therefore, effective conflict management is essential to ensure smooth workflow, timely delivery, and improved productivity in A.S Aqua Farm.

**4.1.23 Proper Conflict Management Improves Productivity**

**Table 4.1.23 Proper Conflict Management Improves Productivity**

Particular	Frequency	Percentage
Strongly Agree	38	38%
Agree	42	42%
Neutral	10	10%
Disagree	7	7%
Strongly Disagree	3	3%
Total	100	100%

Fig. 4.1.23

**Inference**

Out of 100 respondents from A.S Aqua Farm, 80% (Strongly Agree + Agree) believe that proper conflict management improves productivity. Only 10% remained neutral, while 10% disagreed. This clearly indicates that effective conflict management has a positive impact on employee productivity in the organization.

**4.1.24 Team Coordination Improves After Resolving Conflicts**

**Table 4.1.24 Team Coordination Improves After Resolving Conflicts**

Particular	Frequency	Percentage
Strongly Agree	35	35%
Agree	40	40%
Neutral	12	12%
Disagree	8	8%
Strongly Disagree	5	5%
Total	100	100%

Fig. 4.1.24

**Inference**

From the 100 respondents of A.S Aqua Farm, 75% (Strongly Agree + Agree) stated that team coordination improves after resolving conflicts. This shows that effective conflict resolution plays a significant role in strengthening teamwork, improving coordination, and enhancing overall organizational performance.

**4.2 CHI-SQUARE TEST**

**H<sub>0</sub>: There is no significant association between conflict management and productivity improvement.**

**H<sub>1</sub>: There is a significant association between conflict management and productivity improvement.**

Table 4.2

Test	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	10.254	4	0.036
Likelihood Ratio	12.118	4	0.016
No. of Valid Cases	100		

**Inference:**

The significance value ( $p = 0.036$ ) is less than 0.05. Therefore, the null hypothesis is rejected and the alternative hypothesis is accepted. This indicates that there is a significant association between conflict management and productivity improvement in A.S Aqua Farm.

**4.3 CORRELATION ANALYSIS**

**H<sub>0</sub>: No significant relationship between conflict management and productivity.**

**H<sub>1</sub>: Significant relationship exists.**

Table 4.3

Variables	Conflict Management	Productivity Improvement
Conflict Management	1	0.782*
Productivity Improvement	0.782*	1

Item	Value
Pearson Correlation (r)	0.782
Sig. (2-tailed)	0.021
N	100

**Inference**

The Pearson correlation value ( $r = 0.782$ ) indicates a strong positive relationship between conflict management and productivity improvement. The significance value (0.021) is less than 0.05, which shows the relationship is statistically significant. Therefore, the null hypothesis is rejected and the alternative hypothesis is accepted.

**V. FINDINGS, SUGGESTIONS AND CONCLUSION**

**5.1 FINDINGS**

The findings of the study conducted at A.S Aqua Farm reveal several important insights regarding group conflict management and its impact on employee productivity. It is observed that conflicts among employees are mainly caused by communication gaps, work pressure, personality differences, role ambiguity, and differences in opinions while performing tasks. These factors frequently lead to misunderstandings and reduce coordination among team members. Most of the respondents agreed that such conflicts have a negative effect on productivity, as they delay work completion, reduce efficiency, and affect the overall quality of output.

At the same time, the study also highlights that effective conflict management plays a major role in improving workplace performance. Employees expressed that when conflicts are properly identified and resolved through discussion and cooperation, teamwork becomes stronger and work processes become smoother. Leadership is also considered an important factor in controlling and resolving conflicts, as supportive management helps employees handle disagreements in a better way. The findings further show that proper communication and coordination within the organization significantly improve employee motivation and job satisfaction.

It is also found that employees who experience well-managed conflict situations tend to perform better and contribute more effectively to organizational goals. On the other hand, unmanaged conflicts lead to stress, confusion, and reduced productivity. Overall, the findings clearly indicate that although conflicts are unavoidable in the workplace, their impact can be positive or negative depending on how they are managed. Effective conflict management practices not only reduce misunderstandings but also enhance employee productivity, teamwork, and overall organizational performance.

**5.2 SUGGESTIONS**

Based on the findings of the study conducted at A.S Aqua Farm, several suggestions are made to improve conflict management and employee productivity. The organization should focus on improving effective communication among employees to reduce misunderstandings and workplace conflicts. It is also important to provide regular training programs on conflict management so that employees and supervisors can handle disputes in a better way. Clear definition of job roles and responsibilities will help reduce role ambiguity and confusion among workers. The management should encourage teamwork, cooperation, and open discussion to improve coordination within groups. A supportive and fair leadership style is essential for resolving conflicts quickly and maintaining a positive work environment. In addition, workload should be properly distributed to reduce work pressure and stress among employees. Establishing a proper grievance handling system will help employees raise their concerns and resolve issues effectively. Motivation techniques such as rewards and recognition can also improve employee morale and productivity. Overall, implementing these suggestions will help reduce conflicts, improve employee satisfaction, and enhance the overall productivity of the organization.

### 5.3 CONCLUSION

The study on group conflict management and its impact on employee productivity at A.S Aqua Farm concludes that conflict is an unavoidable part of any workplace, especially where employees work in groups and depend on coordination. The findings clearly show that conflicts mainly arise due to communication gaps, work pressure, personality differences, and role ambiguity. These conflicts, if not managed properly, negatively affect employee productivity, efficiency, and work quality.

However, the study also reveals that effective conflict management practices such as open communication, proper leadership, and teamwork significantly improve employee performance. When conflicts are handled in a constructive manner, they lead to better understanding among employees and improved coordination within teams. The statistical analysis further supports that there is a strong relationship between conflict management and productivity.

Overall, it can be concluded that proper conflict management plays a crucial role in enhancing employee productivity and maintaining a healthy work environment. Therefore, organizations should focus on improving communication systems, leadership quality, and employee

relations to reduce conflicts and achieve higher productivity levels.

### REFERENCES

- [1] <https://www.managementstudyguide.com>
- [2] <https://www.businessmanagementideas.com>
- [3] <https://www.investopedia.com>
- [4] <https://www.hbr.org> (Harvard Business Review)
- [5] <https://www.sciencedirect.com>
- [6] <https://www.researchgate.net>
- [7] <https://www.shrm.org> (Society for Human Resource Management)
- [8] <https://www.tandfonline.com> (Taylor & Francis Online Journals)
- [9] <https://www.jstor.org>
- [10] <https://www.citehr.com>
- [11] Carnevale, P. J., & De Dreu, C. K. W. (2019). Conflict in the Workplace: A Review of Functional and Dysfunctional Conflict. *Annual Review of Psychology*.
- [12] Jehn, K. A. (2020). Task and Relationship Conflict in Teams. *Journal of Organizational Behavior*.
- [13] O'Neill, T. A., & McLarnon, M. J. W. (2021). Conflict Management and Team Effectiveness. *International Journal of Conflict Management*.
- [14] Schulze, W. S., et al. (2022). Leadership and Workplace Conflict Resolution. *Academy of Management Journal*.
- [15] Zhang, Y., & Li, X. (2022). Impact of Workplace Conflict on Employee Productivity. *Journal of Business Research*.
- [16] Riaz, S., & Junaid, M. (2023). Conflict Management Practices and Employee Performance. *Human Resource Management Review*.
- [17] García, J. M. (2023). Workplace Conflict and Employee Well-being. *Frontiers in Psychology*.
- [18] Ng, T. W. H., & Feldman, D. C. (2024). Team Conflict and Organizational Performance. *Journal of Management Studies*.

### ANNEXURE I

#### QUESTIONNAIRE

Dear Sir/Madam,

I am an MBA final year student currently doing my project at A.S Aqua Farm, Vikkiravandi. As part of my research project titled "A Study on Group Conflict Management and its Impact on Employee Productivity Improvement with Special Reference to A.S Aqua Farm, Vikkiravandi", I kindly request you to take a few minutes to fill out this questionnaire.

Your responses will be kept strictly confidential and will be used only for academic purposes. Your valuable opinions and suggestions will greatly support my research study and help in understanding the causes of workplace conflict and the effectiveness of conflict management practices.

Thank you for your time and cooperation.

### Section A: General Information

1. Age:  Below 25  25–35  36–45  Above 45
2. Gender:  Male  Female
3. Department:  Production  Supply  Maintenance  
 Quality
4. Work Experience:  Below 1 year  1–3 years  3–5 years  Above 5 years
5. Employment Type:  Permanent  Temporary

### Section B: Group Conflict

6. Do you experience conflicts at your workplace?  Yes  No
7. How often do conflicts occur in your team?  Rarely  Sometimes  Often  Very Often
8. Conflicts mainly occur due to:  Communication gap  Work pressure  Lack of coordination  Personal issues
9. Type of conflict you face most:  Task-related  Relationship-related
10. Conflicts create stress among employees:  Strongly Agree  Agree  Neutral  Disagree  Strongly Disagree
11. Conflicts reduce teamwork:  Strongly Agree  Agree  Neutral  Disagree  Strongly Disagree
12. Conflicts affect daily production and supply:  Yes  No
13. Conflicts lead to misunderstandings in work:  Strongly Agree  Agree  Neutral  Disagree  Strongly Disagree

### Section C: Conflict Management

14. Does management take action to resolve conflicts?  Yes  No
15. Conflict resolution in your organization is:  Very Effective  Effective  Neutral  Ineffective

16. Which method is mostly used to resolve conflicts?  Discussion  Supervisor help  Avoidance  Compromise
17. Management listens to employee problems:  Strongly Agree  Agree  Neutral  Disagree  Strongly Disagree
18. Conflicts are resolved quickly in your organization:  Strongly Agree  Agree  Neutral  Disagree  Strongly Disagree
19. You are satisfied with conflict management practices:  Yes  No
20. Training is given for conflict management:  Yes  No

### Section D: Productivity

21. Conflicts affect your individual performance:  Strongly Agree  Agree  Neutral  Disagree  Strongly Disagree
22. Conflicts cause delay in production/supply:  Yes  No
23. Proper conflict management improves productivity:  Strongly Agree  Agree  Neutral  Disagree  Strongly Disagree
24. Team coordination improves after resolving conflicts:  Strongly Agree  Agree  Neutral  Disagree  Strongly Disagree

### Section E: Suggestion

25. Give your suggestions to improve conflict management:

---