A Study of Contemporary Conflict and Encouragement Issues of Export Based Textile Organiztions of Punjab, Pakistan

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Abstract
Patterns of achievement and encouragement do not affect only from societal factors but also from different managerial ideologies. Managerial ideology is 'human relations', where mostly 'achievement and encouragement' comes from emotional threshold. Non-financial intrinsic and extrinsic elements are working as motivators. People are more conscious about their social capital than their income level. Social capital develops several social contacts that further helps in attaining higher positions and good jobs. Structuralism as a managerial ideology leads to establishment of strict rules and regulations in order to achieve more efficiency and effectiveness. Keeping in view the of these factors a study was envisaged and cross-sectional survey was carried out by selecting five respondents from top to middle level management of 100 textile organizations were randomly selected. Both the descriptive and inferential statistics were used for interpretation and at the last some conclusions were drawn.

Key words: Encouragement, generousness, multi-national, contemporary conflict, encouragement issues, efficiency, collapse.

Introduction

Achievement and Encouragement is both social and organizational in nature and is mainly taken in terms of economic goals in the global context. In the words of Hofstede (1991), "it is due to an overwhelming importance of money". In local value system the tools for 'achievement and encouragement' are like sacrifice for greater cause, hospitality, generousness, and care of unseen divine rituals. In modern value system this is replaced with work structures, compensation and rewards, career growth and development, and work-family balance (Korczynski, 2006).

Philips (2001) highlights point in the pursuit of different ways of 'achievement and encouragement'. He found that bigger companies

are at low risk of failure and always reluctant to promote their employees due to high degree of credibility. In addition to this, the multinational larger corporations have to make some little efforts than their counterparts in order to motivate personnel towards behavioral shift and change. This credibility profoundly makes a bigger organization dominant and more influential in a society. The patterns of 'encouragement' specially get influence from inter-organizational effects that are working in the same society. Motives of one company may give awareness about another benefit to employees of other organizations. Especially these affect organizational cultures, practices, norms, structures, and even job descriptions of employees (Baron et al, 1996).

The effect of strongest external forces also play vital role in achievement and encouragement scenario of an organization. Specifically collapse of twin tower in US can be seen in this regard. This collapse created a sense of uncertainty among the employees of export based organization due to their vested interests associated with US importers (Allmendinger and Hackman, 1996). Hence these people were amongst the first who protested against this terror. This is because of dominance of US business values that have reshaped the behavior of personnel working in the organizations that have some more interaction with US. This behavioral change further diffused in society when current employees advice their family and friend about what organizations are looking in them (Fernandez et al, 2000). In a society like Pakistan that base on collectivism, the diffusion of change is even multiplied.

Patterns of 'achievement and encouragement' do not affect only from societal factors but also from different managerial ideologies. 'Scientific management' for instance, broadly focuses on material gains with right proportion to organizational growth. That is somehow not possible in developing countries due to low degree of 'masculinity' and 'uncertainty avoidance' (Hofstede, 1991). Another managerial ideology is 'human relations', where mostly of 'achievement and encouragement' comes from emotional threshold. Hence, many of non-financial intrinsic and extrinsic elements are working as motivators. Thus people are more conscious about their social

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capital than their income level (Boxman et al, 1991). Social capital develops several social contacts that further helps in attaining higher positions and good jobs. Finally, 'structuralism' as a managerial ideology leads to establishment of strict rules and regulations in order to achieve more efficiency and effectiveness. 'Achievement and encouragement' have different definition, like, more authority higher the designations, closeness to decision taker, number of loyal groups, and so on (Ahmadijan and Robinson, 2001).

Politics, power, and conflict have been considered as one of the most important fundamentals of social action in any society, while two others are market and social norms. Similarly, business organizations also use three instruments for controlling, such as bureaucracies, markets, and group norms (Ouchi, 1979). While none of the mentioned controlling factors belong to any local norm or value. Instead, all these three are used by US business corporately as controlling mechanism (Hirschman, 1982). Philip, et, al (2000) argued that if some more degree of trust does exist within the peer groups then the group conflicts may create positive competition among them and vice versa. However Marx associates the positivity or negativity of conflicts with economic function of a society. This inference clearly creates relationship between politics, power, and conflict with behavioral change. More openness towards alignment and adoption of modern values is creating new meaning of politics, power, and conflict resulting due to behavioral change (Powell, 1990). However, Marx doubts that free markets with new definition of 'politics, power, and conflict' can create a dangerous class system. So why Lukes (1974) recommends some insightful study of existing organizational hierarchy. The significance of politics, power, encouragement and conflict in addressing the goals and objectives of social

organizations always established in society. However the level of these aspects determines the extent of achievement of organizational goals. The study is designed to explore the changing values about politics, power, conflict and encouragement of personnel working in export based textile organizations.

Material and Methods
A cross-sectional survey in the Punjab province was conducted in the 100 textile based organizations. Five respondents from each organization from top and middle level management were selected. A well structured Interview Schedule consisting of open and closed ended questions was prepared in the light of research objectives. Pre-testing of the measuring instrument to examine its suitability and workability also carried out with 20 respondents. In the light of pre-testing necessary correction were made for gathering meaningful responses. Interviewers having Master degree in the social sciences were recruited for the field work. Training sessions with the interviewers were also conducted to make concepts and questions in the Interview Schedule understandable. Role play activity for ensuring the interviewers' competency for conducting survey also performed. The researchers personally supervised and monitoring the field research activities. At spot editing was carried out. The study employed descriptive statistics such as frequency distribution, measures of central tendency (mean) and measure of dispersion (standard deviation) to describe and summarize data collected. Inferential statistics such as Chi-square, Gamma tests are used to explore the relationship between predictor and response variables.

Table 1 Socio-economic Characteristics of Employees

Age Group	Frequency	% age
Upto 30	208	41.6
31-40	210	42.0
41 & above	82	16.4
Total	**500**	**100.0**
Education of the respondents	**Frequency**	**% age**
Primary	52	10.4
Metric	7	1.4
Intermediate	32	6.4
Graduation	145	29.0
Master	264	52.8
Total	**500**	**100.0**
Income From All Sources (Rs.)	**Frequency**	**% age**
5000-15000	110	22.0
15001-25000	135	27.0
25001-35000	93	18.6
35000-above	162	32.4
Total	**500**	**100.0**

Results and Discussion

Out of 500 respondents, a huge majority i.e. 99.2% are male that shows a national norm of male domination in public life. Majority of the respondents were lying in two age categories that are up to 30 and 31-40 comprising 41.6% and 42% respectively. Only 16.4% were from age group of 41 and above.

The modern global values produce knowledge-particularly, technological knowledge that helps to produce goods and services. Hence the global values are giving maximum importance to higher level professional education required for tangible and intangible development. A majority comprising 52.8% had master degree, while the second majority comprising 29.0% had graduation level of education.

In global business value system the income is unequally distributed (Ian Robertson, 1989), the same results are found in this study. A proportion comprising 22.0% had monthly income of Rs. 5000 to 15000 and followed by second group who were getting Rs. 15001 to 25000 consisting of 27.0%, and the third largest group was of Rs. 35000 and above who were 32.4% of the total sampled population. According to Ian Robertson (1989) 'economic activity is so basic to human life that all other cultural elements have to adopt it'. In a country like Pakistan where culture tend to be inherently conservative, especially in its nonmaterial aspects, and people are reluctant to give up old values, customs, and beliefs in favor of new ones; these economic push can act like change agents. Average salary from an export based textile organization was Rs. 15000 ($200 approximately) and above, that is comparatively a good salary in Pakistan. This salary package attracts young which reflects from the fact that business schools and institutions are established and expanding and this all business education is also a change agent of behavioral shift in society.

Politics, Power and Conflict

The power is a natural process in any society, group, or organization. As such, one needs to know how it's acquired and exercised then it is vitally important to understand societal, organizational, or personnel behavior relating to politics, power, and conflict. This study is aimed to look at this concept of power that how a global business culture is influencing the local value system and sociology of the society. Primarily the personnel of these organizations are influenced by the leader who exercises his power as a means of attaining group goals (Robbins, 1998), and eventually they themselves become a change agent to influence the others. People are looking for the ways to exert influence, to earn rewards, and to advance their careers (Cutbert, 1980). When employees in an organization convert their power into action, it describes as that they are engaged in politics (Robbins, 1998).

Table 2 Percentage Distributions Along with Mean and Standard Deviation Regarding Politics, Power and Conflict

N = 500

Politics, power and conflict	Absolutely Not	Rarely	Neither agreed nor disagreed	Mostly true	Absolutely true	Mean	Std. Dev.
	%age	%age	%age	%age	%age		
Personnel share their views on organizational problems with each other	21.4	17.6	10.6	37.0	13.4	3.03	1.39
Personnel have not choice to select the routine job as they desire	21.6	29.4	19.2	19.4	10.4	2.68	1.29
Personnel enjoy and amuse each other while on job	3.2	38.6	25.8	26.6	5.8	2.93	1.00
Tolerance level among the employee is very high	6.4	26.6	35.8	35.8	26.6	3.03	1.08
Seniors do not guide and encourage after hearing a new idea	5.6	35.0	14.8	25.8	18.8	3.17	1.25
Freedom to share mutual conflicts	5.6	35.6	26.4	22.6	9.8	2.95	1.09
All feel happy on achieving success	3.6	28.0	9.2	20.4	38.8	3.63	1.34

Hence power is a basis for emergence of politics which shape individual and collective behavior or behavior of organization. If any individual or group in an organization feels that their benefits affect due to the specific behavior of leader or organization. This situation leads to politics between the individual and groups and consequently conflict arises. Efforts to maximize the benefit from shared resources lead to conflict. The traditional view of conflict is the belief that all conflicts are harmful (Robbins, 1998) but the most modern view about conflict is 'the interactionist's view'. Hence the global values accept the functional and positive role of conflict instead of any dysfunctional role that is conceived by local values. The statements asked from the respondents are aimed to assess the positive or negative aspects of power, politics, and conflict. In response to very first question regarding sharing of vision, 37% of the respondents viewed 'mostly true'; sharing of ideas is encouraged in modern value system and not in local value system due to high power distance (Hofstede, 2001). Sharing of ideas minimizes negative conflicts and encourages people for creativity and idea generation. This openness reflects the emergence of global business values that can further affect the society and can reshape the social value system. Gerald (1992) concludes in his paper that "politics in an organization is simply a fact of life. Personal experience, hunches, and anecdotal evidence for years have supported a general belief that behavior in and of organizations is often political in nature".

About 27% respondents said that this is mostly true that they do amuse with each other while performing their jobs and enjoy the working. This is different from the local value system where strict control is imposed from the top. Due to strict control, mostly people are in emotional labor and can not perform according to their potential.

The views of the respondents regarding the statement, 'seniors don't guide and encourage after hearing a new idea", 35.0% said 'rarely' and 25.8% respondents who represent the second majority said 'mostly true'. Peoples' expression of new ideas and encouragement from the seniors show that development of new ideas by personnel appreciated by the seniors is an important element of rational organization. In the local value system there is a wide communication gap between subordinates and seniors and usually these two are hesitant to share their ideas with each other. The vertical communication between the top manager and subordinate is being practiced in textile business organizations.

The next statement is 'freedom to share mutual conflicts', where personnel share their conflict, it is mostly considered positive. On the other hand where people can not or don't share their mutual conflicts, it shows a negative politics that can eventually lead to a bad organizational culture. Local value system discourages open and free sharing; this may be due to local political system that creates individual differences that further develops conflicting behaviors. In the words of Hersey and Blanchand (1993) "more specifically, when an organization's resources are declining, when the existing pattern of resources is changing, and where there is opportunity for promotions, politics is more likely to surface". On the other end same authors also found that 'global business value system' and export based organizations are more inclined to traits like; high level of trust, role clarity, performance appraisal systems, fair reward policies, democratic decision making, and team work (Hersey and Blanchand, 1982); and all these traits are just opposite to local values. This can infer that the trend is shifting towards adoption of the global business value that recommends more freedom to share these ideas (Ouchi, 1981).

The last statement related to personnel's' behavior about 'all feel happy on achieving success'; the statement was mainly designed to assess the team spirit and degree of contemporary conflict among the respondents. Majority of the respondents were agreed with response 'absolutely true' (38.8%) and only 3.6% respondents said 'absolutely not'. Thus it is obvious that a new concept of "Politics, Power, and Conflict" has been emerged and mixed in the local value system. In the words of Collins (1979) "tensions between management and workers, teachers and students, the old and the young, males and females, bureaucrats and the public, conservatives and liberals, and so on (notice all are interest groups), are an enduring feature of modern social life.

Achievement and Encouragement of the Leaders

The table describes the different aspects of encouragement and achievement. This can be inferred that 'achievement and encouragement' are elements of global business values and employees always desire for their growth and development. The logic and concept behind this set of questions was to look at the achievement of employees; this was also aimed at to look at the level of encouragement from the leaders that caused the achievements.

Table 3 Percentage Distributions Along with Mean and Standard Deviation Regarding Achievement and Encouragement from the Leader

N = 500

A Leader……	Always	Often	Periodi-cally	Now & then	Never	Mean	Std. Dev.
	%age	%age	%age	%age	%age		
Encourages and people make achievements	58.6	20.8	15.2	2.8	2.6	1.70	1.00
Easily available and like a friend	33.8	28.6	15.4	18.8	3.4	2.29	1.21
Motivates people to abide by the rules and regulations	32.4	41.8	13.2	4.6	8.0	2.14	1.16
Exhibits the problems of people as his own problems	18.2	38.2	12.0	20.8	10.8	2.68	1.28
Acts upon the proposals and opinions given by the subordinates	10.6	40.6	21.0	11.0	16.8	2.83	1.26
Observes either people are working heartily	34.0	29.0	22.6	8.6	5.8	2.23	1.18
Has spirit to delegate his authorities	27.8	35.8	17.4	11.0	8.0	2.36	1.22
Motivates his superiors for the welfare and development of the department/organization	40.4	23.0	21.8	10.2	4.6	2.16	1.19
Discuss with his subordinates before commencement of new task	35.6	30.0	11.6	17.8	5.0	2.27	1.25
Checks the presence of team spirit	40.2	27.2	11.8	16.6	4.2	2.17	1.24
Tries for the integration of the department/ organization	31.4	22.0	27.4	8.6	10.6	2.45	1.30

The concept of achievement and encouragement gained support from the respondents; 58.6% said that they are always encouraged by their leaders, 40.6% responded that their opinions are often heard, 34% respondents said that their leaders observed their heartily participation, 40.4% said that their leaders always motivate top level for their welfare and development, 35.6% said that their leaders always share and discuss all the problems with them, 40.2% agreed that leaders always check the team spirit among them, and 31.4% viewed that leaders are always trying for organizational integration.

Higgs and Rowland (2001) found a strong relationship between the changed leadership competencies and emotional intelligence (that is primarily concerned with change). They carried out a study with 70 respondents (though the sample was relatively small) their findings found a strong relationship between leadership and change among personnel. John *et al.* (1959) described and analyzed five classic types of power, where the 'achievement' was considered as the most effective for the development of organization. The findings match with Fiedler and Garcia (1987), who presented their theory on 'achievement and encouragement'.

All these elements are modern value system that has been found among personnel working in export organizations of Punjab, Pakistan. Victoria (1993) found in her article and writes as "at any point team members can slide back to a lower level of effectiveness if they do not continually work together as a team, listen and communicate effectively, deal with conflict effectively, recognize each other's unique contributions, provide honest feedback and demonstrate other characteristics of an effective team", and all these come out from 'modern value system'.

The last two statements are about the relationship between 'team spirit and role of manager'. In the second last question of Table-3 the respondents were asked "either leader checks the presence of team spirit", 40.2% (majority) respondents said 'always' and 27.2% (second majority) conceded 'often'. This shows that leader is conscious to know team spirit. This is very important that the concept of team work, given by modern values, typically outperform individuals when the tasks being done require multiple skills, judgment, and experience (Smith and Meiskins, 1995). This theme can diffuse in general society; this leadership at very grass root level may play a vital role for the development of Pakistani society.

Income and Behavioral Shift

This is established fact that income level affects behavior. In the table-4 an association between income and behavioral shift has been measured. Pearson Chi square value is 81.272, significant at 1% level of significance. The similar results have been observed from likelihood ratio and linear-linear association with values; 91.150 and 49.023

values are significant at 1% level of significance. Gamma test is revealing a positive and significant association at value of 0.392 indicating that respondents with poor income are less inclined toward change as compared to the respondents with high income level. It can be said that poor people likely to believe in traditional values and norms for their betterment as compared to people with better economic conditions. The better economic conditions make people to think rationally and they are prone to change. As Weber (1978) viewed that Capitalism (Better economic circumstances) is the reflection of rationality and rational world view.

The findings match with Robbins (1998) who concludes under the topic describing 'forces of change' that "we live in an 'age of discontinuity'", he further narrates it as "economic shock" that has continued to impose changes on individuals, organizations, and nations. Hence the person with low income level is in fact living in more uncertain situations that have made him 'interdependent'. In order to get his due share from the society he has to prove himself 'fittest', this further affects on his 'locus of control' (his belief on his own capacities or on fate). This is also 'income' that creates resistance against change (Edwards and Whalley, 2002) and fear of loosing 'income' changes behaviors of people too (Robbins, 1998).

Table 4 Associations between Income of the Respondents and Behavioral Shift

Statistics	Value	df	Significance
Pearson Chi-Square	81.272	6	.000**
Likelihood Ratio	91.150	6	.000**
Linear-by-Linear Association	49.023	1	.000**
Gamma	.392		.000**

** = Highly-significant

Achievement and Encouragement and Behavioral Shift

Respondents were asked about their achievements and encouragement from their leaders; the statements were focusing on friendliness of leader, availability, strictness on rules and regulations, weight-age to your opinions, delegation of authorities, new task discussions, team spirit, etc,. Pearson Chi square with value 115.464 shows significant relationship between achievement and encouragement and behavioral shift at 1% level of significance. Other three tests also provided the similar significance of relationship between 'achievement and encouragement' and behavioral shift. Gamma test also identifies the positive relationship between variables being examined.

Hence the hypothesis "higher the level of achievement and encouragement higher the behavioral shift" has been accepted as detailed in table-5.

The findings match with Hofstede (1996), who concluded that societies with high power distance, collectivism, strong uncertainty avoidance, and feminity usual don't go for achievements and usually having an absence of encouragement. More precisely Fujiwara and Greve (2000) concluded in their famous work on Ecology and Job Mobility as "mostly it is a sense of emotional suffering due to rational phenomenon that compels one to work more hard in order to reach at some ultimate material goals".

Table 5 Associations between Achievement and Encouragement and Behavioral Shifts

Statistics	Value	Df	Significance
Pearson Chi-Square	115.464	4	.000**
Likelihood Ratio	110.389	4	.000**
Linear-by-Linear Association	75.551	1	.000**
Gamma	.513		.000**

** = Highly-significant

Politics, Power, and Conflict and Behavioral Shift

Respondents were asked about the existing 'politics, power, and conflict' situation in their respective organizations. These statements were consist on sharing views and ideas, discretions given to them, state of amusement while they are on job, tolerance level among the employees, guidance from the seniors, freedom to share mutual conflict, team, etc,. The significance of the relationship established by Pearson Chi square with value 53.530 significant at 1% level. The Gamma

value which is 0.414 also indicates the positive and significant association between 'politics, power, and conflict' and behavioral shift at 1% level of significance. So the hypothesis "higher the 'politics, power, and conflict' higher the behavioral shift" has been accepted.

The results match with Ouchi (1979) who viewed as 'there is some empirical evidence that those managers who are observed to engage in more political activity are relatively more successful in terms of promotions, but are relatively less effective in terms of subordinates satisfaction and commitment and the performance of their unit'.

Table 8 Association between 'Politics, Power, and Conflicts' and Behavioral Shifts.

Statistics	Value	Df	Significance
Pearson Chi-Square	53.530	4	.000**
Likelihood Ratio	52.088	4	.000**
Linear-by-Linear Association	40.931	1	.000**
Gamma	.414		.001**

** = Highly-significant

Conclusions

Education of the respondents has been emerged as an important indicator of behavioral shift. Several researchers supported the relationship; like Veblen (1919) who claimed relationship of productivity of a society and organization with knowledge, while Mackenzie (1996) found that education has everlasting effects on human behavior towards socio-economic and cultural dimension at individual and group level. Common (1934) called this knowledge sharing process as 'theory of transition' and labeled it inevitable. Weber (1978) did accept the concept and further demand for a standardized education for well-to-do behavioral shift. Abbott (1988) advocated link between two sources of education, society and business organizations, and further discussed adoption of new values in relation to education.

The respondents who were at low income group were also found at low behavioral shift as compared to respondents who had some high level of income had shown more behavioral shift. Edwards and Whalley (2002) found that behavioral change occurs due to inequalities and basic reason of inequality is wages. Card et al (2003) further concluded that professional learning and behavioral change is mainly to cope this inequality in income. Wolff (1992) thrown light on importance of behavioral shift in society in relation to modern business values as emerging from increasing trend of commence and business education.

The 'achievement and encouragement' is emerged as an important factor of the behavioral shift. The bivariate analysis demonstrates that the respondents who had the low level of 'achievement and encouragement' and had the high level of behavioral shift were fewer as compared to the respondents who had the high level of 'achievement and encouragement' and behavioral shift. Findings clearly indicate that as the level of 'achievement and encouragement' increases the level of behavioral shift also increase. The relationship has been presented by many researchers too like Hofstede (1991) found that spirit and courage of achievement and encouragement is societal phenomena. Fujiwara *et al.* (2000) applied the same on business organizations and found significant differences between larger and local firms regarding 'achievement and encouragement'. Allmendinger and Hackman (1996) discussed the effect of external forces as vital in achievement and encouragement. Fernandez et al (2000) argued that US business values are like a strong external force that affects behavioral of employees specifically and society in general.

The factor of 'politics, power, and conflict' prevailing in an organization plays a vital role in affecting the behaviors of employees working in export based textile sector. The respondents who had been working in a system with low level of 'politics, power, and conflict' had the low behavioral shift as compared to the respondents with high level of 'politics, power, and conflict'. Ouchi (1979) considered 'politics, power, ad conflict' as fundamental to societal action in society. He further argued that capitalist system based on structures or hierarchies where power gave and conflict is a constant phenomenon. Powell (1990) argued that modern business values are always after establishment of this equity system. He also concluded that this new and positive meaning of power and conflict is changing behaviors of people.

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