

# Impact of Organizational Values, Compassion, and Well - Being on Industrial Disputes : An Empirical Study

\* *Wendrila Biswas*

\*\* *Debarun Chakraborty*

## Abstract

**Purpose :** The study aimed to enumerate empirically that the phenomenon of the new intricate industrial set up has given rise to complicated, indirect, and impersonal industrial relations which enkindle industrial disputes and entangle entire organizations that need to be unraveled through the manifestations of a culture of mutual understanding and shared feeling. Organizational culture determines the standard of behavior of its employees and guides their words and deeds, thereby mollifying the disagreements and disputes.

**Design/Methodology :** A descriptive cross sectional survey was conducted through a formalized and concealed questionnaire. Multistage sampling was used. Structural equation modeling was used on the proposed conceptual model to conduct confirmatory factor analysis.

**Findings :** The research revealed the major fact that compassion towards employees had a strong positive impact on organizational culture, which also had a crucial as well as positive role on curbing industrial disputes.

**Research Limitations :** The research was conducted in the Indian context with reference to selected manufacturing companies of West Bengal. The outcomes may vary when applied to other sectors of the industry in different states of the country. The research work laid down the base and provided an essence to contemplate and examine further.

**Managerial Implications:** When organizations inculcate value sense within employees, focused on employee well - being as well as lend a hand of support and concern, a feeling of oneness develops, which prevents them from involving in any practice of disorder and unrest and ensures faithfulness and attachment at work.

**JEL Classification:** L600, J520, M140

**Keywords:** Industrial dispute, organizational culture, values, well - being

**Paper Submission Date :** June 25, 2018 ; **Paper sent back for Revision :** November 15, 2018 ; **Paper Acceptance Date :** December 20, 2018

With the advent of a new global competitive era, organizations are constantly rolling in a dynamic environment characterized by ever changing technologies, demand of customers, and the market. In such a situation of crisis, making innovative, decisive, as well as coherent strategic resolutions is essential, which cannot be done in an unsteady and anarchic business environment. Henry Mintzberg aptly

---

\**Assistant Professor*, Department of Management & Social Science, Haldia Institute of Technology, Affiliated to Maulana Abul Kalam Azad University of Technology, Haldia - 721 657, West Bengal. E-mail : wendrila@rediffmail.com

\*\**Assistant Professor*, Department of Management & Social Science, Haldia Institute of Technology, Maulana Abul Kalam Azad University of Technology, Haldia - 721 657, West Bengal. E-mail : debarun84@gmail.com

pointed out that the organization comprises of five key elements, namely, strategic apex, operative core, middle line, techno structure, and support staff. They all play a considerable role in determining the fortune of the organization (Lunenburg, 2012). Thus, a purposeful cooperation among employees at all strata as well as with their employer is necessary in achieving the maximum social good, which is regarded as the ultimate goal for any organization among all its activities and ventures.

However, as we see the world full of collision and contest between people who feel and act differently, we see the same within organizations. Today, the organizations are filled up with indiscipline and violence, which is a crucial reason for industrial disputes (Bhat & Swami, 2014). Along with the changing organizational set up, we see a glaring change in the pattern of employee behavior and also their issues of grievance, discontent, and their state of fret, which quite often lead to disputes at a large scale. It is of prime importance to look through the lens of the programme, policies, vision of the organization, whether it is keeping pace with the organizational norms, values, well - being, attitude, compassion, and support to avoid any further dissensions (Sivarethnamohan, 2010). Hence, the culture of the organization acts as a driving force for the behavior of employees at work and reshapes their work practices (Khan & Rasli, 2015). It is made up of values, beliefs, attitudes, and behavior shared by a group of people which is required for working jointly (Kumari & Singh, 2018).

Organizational culture stands firm as a binding factor that represents the interaction and alliance among its employees (Ghorbani & Razavi, 2011). In order to maintain harmonious industrial relations and to survive and curb industrial disputes, organizations must understand the significance of organizational culture and take adequate means to fine-tune it within employees (Roy, 2012). A culture of entailing into the welfare of employees leads to a self reinforcing change in their behavioral aspects leading to a better outcome. The culture of concern, care, and empathy within an organization has a restorative power and serves as a good antidote for employees at times of distress belittling disputes and strife (Aboul-Ela, 2017). Disputes in an organization are not at all a good indication of its industrial relations and have multifold aftermaths (Daudkhane, 2017). Therefore, fostering such an internal culture in the organization assists in advancing a healthy and successful organization that changes the way of activity progression (Tanase, 2015).

## **Review of Literature**

**(1) Impact of Organizational Value Sense on Organizational Culture :** The employees in an organization are not only steered by regulations, but as time passes, values develop in them that stem from the organization and they internalize those as a code of behavior which underlies their thought processes and influences the culture of the establishment (Maseko, 2017). The management of the organization is committed to these values and it is well manifested in their strategic decisions as well as in their day to day actions which demonstrate that the employees should not contradict with these as these bind the organizational culture (Sokro, 2012).

Values play a pivotal role in organizations. Organizational values act as an 'organizing principle' in framing human resource policies which is in congruence with employee satisfaction and commitment. Values form a base to culture. They represent the shared feeling that shape the goal, vision, and management practices of the organization. When management shares such values, employees feel more devoted and affix themselves to such organization and culture (Kandelwal & Mohendra, 2010). A consequential impact of focused organizational value on organizational effectiveness has been explored which also measures the overall organizational success (Malbašić, Marimon , & Mas-Machuca, 2016). Values have been identified as a decisive factor of the culture of innovation in organizations and have immense capability in shaping such a culture that can augment competitive advantage for the firm (Woszczyna, 2014). Potential and able managers serve as a strength for organizations. Thus, organizational values have a positive impact on managerial effectiveness. Such values need to be

incorporated in the organizational culture to enrich the managerial efficacy (Rana, Rastogi, & Garg, 2016). Based on these facts, it can be hypothesized that :

✍ **H1 :** There is a significant impact of organizational value sense on organizational culture.

**(2) Impact of Employee Well - Being on Organizational Culture :** Well - being of employees contributes significantly to the organization-employee relationship and employee performance which further nurtures the organizational culture (Santos, Goncalves, & Gomes, 2013). A healthy organization tries to unify its business objective with the well - being of employees that boosts a culture of support, learning, and overall performance (Raya & Panneerselvam, 2013). It has also been explored that work culture positively affects subjective well - being (Sharma & Joshi, 2017). There is an interconnection between employee well - being and commitment of employees towards their organization which has an impact on cross cultural behavior of employees in organizations (Zheng, Zhu, Zhao, & Zhang, 2015). Well - being in organizations brings forth an environment of maximum effectiveness for the organization as well as its culture (Cojocaru, 2014). Well - being programmes conducted by the organization contribute adequately towards an adaptive and aligned culture as well as their own work life balance (McCarthy, Almeida, & Ahrens, 2011). Psychological well - being of employees has a positive effect on their occupation, job satisfaction, and work environment, making their organizational life productive (Isgor & Haspolat, 2016).

Employee well - being instills a positive attitude among employees towards their organization, which enhances a sustainable work relationship (Robertson & Cooper, 2010). Well - being yields employee commitment as it has a motivating effect. It reduces pressure at work and brings out an optimistic attitude and environment (Jain, Giga, & Cooper, 2013). Well - being at the workplace generates an organizational culture in a promising direction. It affirms that a positive relation and working climate in an organization enhances a collaborative environment among individuals, groups, and the organization as a whole (Biggio & Cortese, 2013). In this dynamic work environment, employee well - being is one such way that would bring optimality in organizational functions. The wellness programme in an organization is significant according to the organizational culture, which stands on humanistic values and creates a culture of involvement, support, and progressive growth so that the organization is set firm to face the challenges of tomorrow (Yoel, 2015). It has been pointed out that work life balance as a crucial and predominant phenomena in organizations brings with it certain benefits both for employees and employers. In this study, flexi time has been focused as a work life balance policy in an organization that leads to benefits like loyalty, commitment, adaptability, motivation, and loyalty of employees. They are willing to work overtime because of this privilege and thereby, want to remain in the organization (Downes & Koekmoer, 2011). The following hypothesis is developed based on the preceding views :

✍ **H2 :** There is a significant impact of employee well - being on organizational culture.

**(3) Impact of Organizational Compassion on Organizational Culture :** Compassion at the workplace has an extensive connection with organizational environment and conditions. It may extend from offering guidance at times of need, allowing flexibility at work, to even providing social and emotional support. Compassion at work provides an affective commitment towards the organization. Organizational compassion enkindles a feeling of concern among employees that dribbles down into their behavior and attitude which gets reflected within the environs of the organization (Lilius, Worline, Maitlis, Kanov, Dutton, & Frost, 2008). It has been deduced that compassion at work is an interpersonal process and is imperative in the personal as well as in the organizational context, which when infixed proves to be propitious in all the interactions within the work organizations at large (Dutton, Workman, & Hardin, 2014). Today, the organizational operations require interdependency among their

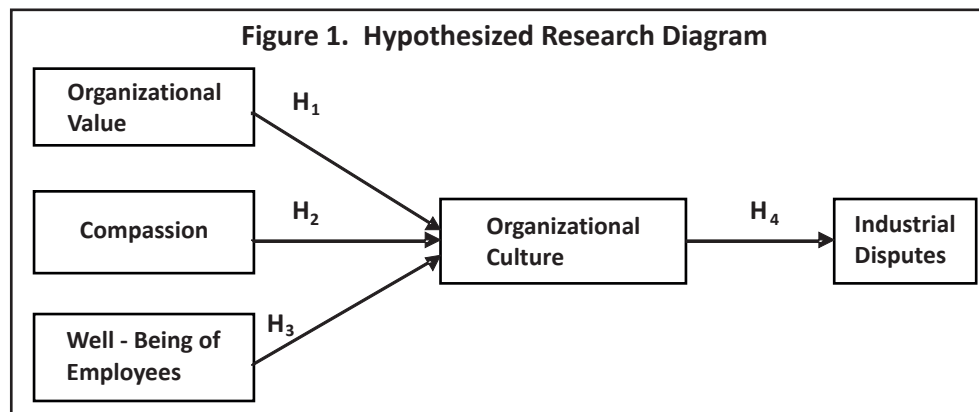
employees. Thus, association and understanding is essential between employees to attain organizational goals. Compassion in relationships contributes to such interdependencies amidst employees that build a culture of care and empathy in organizations (Rynes, Bartunek, Dutton, & Margolis, 2012). When there is compassion at work, actions and motivations of employees affect the culture of the work environment (Grant & Patil, 2012). It has been identified that organizational support has an effect on organizational climate which in turn influences organizational and individual outcomes, respectively. The paper tried to showcase the fact that through motivating employees, embracing change, improving execution, and implementing service activities to assist them, a strong organizational support system automatically generates, which develops and sustains a better relation in an organization (Wangombe, Wambui, & Kamau, 2014).

➤ **H3:** There is a significant impact of organizational compassion on organizational culture.

**(4) Impact of Organizational Culture on Industrial Disputes:** When organizations neglect the deleterious features of their culture, the entire firm faces bad industrial relations where discipline cannot be enacted (Crow & Hartman, 2002). Organizational culture has a considerable effect on individual as well as group conflict. When employees do not find a culture of support, disputes takes place and their attitude and behavior changes that have dire consequences (Alkaya & Yirik, 2014). It has been identified that in order to abate conflicts and achieve organizational goals, a suitable organizational culture needs to be promoted apart from management practices as it fosters a culture of alliance and participation (Nwokocha, 2015). There is a link between organizational culture and behavioral norms. There is also an effect of culture on managing altercations among employees in organizations (Di Pierro & Virgilio, 2013).

➤ **H4:** There is a significant impact of organizational culture on industrial disputes.

Based on the above relevant concepts and theoretical underpinnings, a hypothesized research model was developed and the theoretical relationships of all the variables are incorporated as shown in the Figure 1.



## Objectives of the Study

After analyzing the literature pertaining to the study and understanding the problem which is persisting in manufacturing companies of West Bengal, it appears that there are some factors which have a predominant influence on industrial disputes. To investigate the same and to find out the actual influence of the factors exhaustively, the objective of the study is defined.

☞ To identify the effect of various factors on organizational culture and industrial disputes amongst selected manufacturing companies in West Bengal.

## Research Methodology

A blueprint of the research was prepared here to organize the work. A descriptive research design was carried out in this study with cross sectional survey. The survey was done from the month of November 2017 till February 2018. The target population, that is, the employees of selected manufacturing industries of West Bengal were selected for the research and accordingly, multistage sampling method was used. A structured questionnaire was used for collecting primary data. Close ended questions were taken in this research for better tabulation and data comparison, keeping in view the related objective and taking into account the research variables. A 5 - point Likert scale was used in this research to find out the respondents' strength of agreement or disagreement. The sample size was 198 and it has been formulated below :

$$SS = \frac{Z^2 \times (p) \times (1-p)}{C^2}$$

where,

SS = Sample size,

Z = probability that a sample will fall within a certain distribution (1.96 for 95% confidence level),

p = Percentage of population picking a choice,

C= Confidence interval, expressed as decimal.

$$SS = \frac{(1.96)^2 \times (0.85) \times (1 - 0.85)}{(0.05)^2} = 196$$

The entire research work was conducted by using primary data and to collect the data, survey method had been used through direct communication with respondents, that is, the employees through a questionnaire. This survey method gave us a chance to collect data at one time and facilitated in administering the questionnaire ; 240 questionnaires were distributed to the respondents and 198 properly filled up questionnaires were received. The response rate was about 82.5%.

## Data Analysis and Interpretation

**(1) Reliability of the Data :** Reliability test was done to check the consistency, accuracy, and stability of the results in the research. The test shows the degree to which the results are uniform and predictable across repeated measurement. It is represented using correlation coefficient ranging between greater than 0 and less than 1, and a coefficient value of 0.6 or less was considered as unsatisfactory (Bajpai, 2013). Since the questionnaire used to collect the data was newly developed, initial reliabilities must be measured by means of internal consistency. Coefficient alpha or Cronbach's alpha, the most popular internal reliability method was used. Table 1 shows 0.781 coefficient level, which is satisfactory. Data adequacy tests on the data collected were validated based on the following statistical assumptions as depicted in Table 2.

**(i) Kaiser-Meyer-Olkin Measure of Sampling Adequacy (MSA) :** This test was done to find out whether the dataset was suitable for factor analysis. A high value, that is, from 0.5 - 0.1 of this statistic indicates that the data set

**Table 1. Cronbach's Alpha Reliability**

Cronbach's Alpha	N of Items
0.781	19

**Table 2. KMO and Bartlett's Test**

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.777
Bartlett's Test of Sphericity	Approx. Chi-Square	2053.806
	Df	171
	Sig.	0.000

is applicable for factor analysis and a low value, that is, below 0.5 shows the inappropriateness. Measure of sampling adequacy for each variable is seen from diagonal elements of anti-image correlation matrix, and is falling in the acceptable range. The overall MSA is found to be 0.777, which shows that sampling is adequate for factor analysis.

**(ii) Bartlett's Test of Sphericity:** This test has been done to see whether the correlation matrix of the variables is significant. Here, the value 0.000 indicates that the correlation matrix is significant.

After observing the appropriateness of the data, we may proceed to factor analysis. Principal component analysis was used for extracting the factors based on minimum Eigen value criterion (i.e., Eigen value >1). It shows that five factors have an Eigen value greater than 1. Percentage of variance comes here as an indicator to show how well the total factor accounts for what the variables represent collectively. The cumulative percentage of variance accounted for 72.503% of the total variation, extracting 5 factors from 19 variables as shown in the Table 3. Thus, most of features of the collected data can be expressed through five factors.

In our study, one of the multivariate data analysis techniques, factor analysis is used to group the input variables into factors based on inter-correlations among a large number of variables and specifying the underlying structure.

**(2) Identifying Significant Factor Loadings :** We constructed a factor loading matrix called the component matrix. In order to do so and to interpret the results in a better way, factor rotation is desired. It is done to have the factor loadings in such a way, so that they are either close to zero or to -1 or + 1, which indicates clearly that factor loadings are high on some variables and low on others (Chawla & Sondhi, 2016). Generally, factor loading of 0.5 and above are considered to be significant. All factor loadings of 0.5 and above have been considered significant for the study as shown in the Table 4.

After the matrix was obtained, in which the variables have significant factor loadings, attempt was made to assign label or names to the pattern of factor loading. Rotated matrix (Table 4) shows that the value of positive influence on behavior (Q1), inspiring employees (Q2), respect for creative thoughts (Q3), empowering employees (Q4), and helping employees' to grow (Q5) are high in case of Factor 1, which we can name as Organizational Value.

Values of recognition of rights (Q16), collective bargaining (Q17), help in voicing concern (Q18), and resolving grievances (Q19) are high for Factor 2 and it is labeled as Industrial Disputes.

From Factor 3, it appears that the value of work-life balance (Q6), recognition programme (Q7), health campaigns (Q8), and employee assistance programme (Q9) are high, and we name the factor as Well - Being of Employees.



**Table 3. Total Variance Explained of Different Variables**

Component	Initial Eigen values			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	4.239	22.309	22.309	4.239	22.309	22.309	3.800	20.001	20.001
2	3.128	16.462	38.772	3.128	16.462	38.772	2.833	14.910	34.911
3	2.496	13.137	51.908	2.496	13.137	51.908	2.665	14.026	48.938
4	2.281	12.006	63.914	2.281	12.006	63.914	2.306	12.136	61.074
5	1.632	8.589	72.503	1.632	8.589	72.503	2.172	11.429	72.503
6	0.630	3.316	75.819						
7	0.592	3.118	78.937						
8	0.499	2.629	81.565						
9	0.471	2.476	84.042						
10	0.460	2.423	86.465						
11	0.396	2.085	88.549						
12	0.389	2.050	90.599						
13	0.373	1.961	92.560						
14	0.312	1.643	94.203						
15	0.293	1.541	95.743						
16	0.280	1.475	97.218						
17	0.258	1.358	98.577						
18	0.223	1.173	99.750						
19	0.048	0.250	100.000						

Extraction Method: Principal Component Analysis.

**Table 4. Principal Component Analysis With Varimax Rotation**

	Component				
	1	2	3	4	5
Q1	<b>0.910</b>	0.073	0.045	-0.023	0.057
Q2	<b>0.904</b>	0.022	0.074	-0.003	0.030
Q3	<b>0.869</b>	0.081	-0.082	0.047	0.054
Q5	<b>0.817</b>	0.047	-0.135	0.122	0.001
Q4	<b>0.811</b>	0.080	-0.053	0.049	-0.029
Q16	0.097	<b>0.852</b>	0.052	0.127	0.105
Q18	0.087	<b>0.844</b>	0.034	0.007	-0.014
Q17	0.084	<b>0.837</b>	0.019	0.084	-0.012
Q19	0.003	<b>0.784</b>	-0.066	0.044	0.075
Q6	-0.054	0.011	<b>0.850</b>	0.045	0.089
Q9	-0.033	-0.111	<b>0.838</b>	-0.003	0.066
Q7	-0.083	0.053	<b>0.810</b>	0.076	-0.007
Q8	0.041	0.078	<b>0.789</b>	0.018	-0.116
Q10	0.095	0.025	0.036	<b>0.863</b>	0.100
Q11	0.048	0.078	0.054	<b>0.834</b>	0.153
Q12	0.015	0.137	0.069	<b>0.815</b>	0.097
Q13	0.012	0.033	0.033	0.136	<b>0.790</b>
Q14	-0.039	0.000	0.088	0.117	<b>0.785</b>
Q15	0.116	0.108	-0.097	0.072	<b>0.778</b>

**Note.** Rotation converged in 5 iterations.

**Table 5. Fit Indices in the Structural Equation Model**

Fit Indices	Recommended Values	Structural Model Values
CMIN/DF	<3.0	1.687
GFI	>0.9	0.978
AGFI	>0.9	0.940
NFI	>0.9	0.901
CFI	>0.9	0.949
TLI	>0.9	0.940
RFI	>0.9	0.913
PCFI	>0.9	0.906
PNFI	>0.9	0.961
RMSEA	<0.06	0.054
RMR	<0.05	0.031

Factor 4 indicates that the value of tenderness (Q10), guidance (Q11), and consideration (Q12) towards the employees are high and we name it as Organizational Compassion.

Factor 5 highlights that the value of strong bond & value sense (Q13), compliance & shared feelings (Q14), and behavioral norms (Q15) are high and the label stands as Organizational Culture.

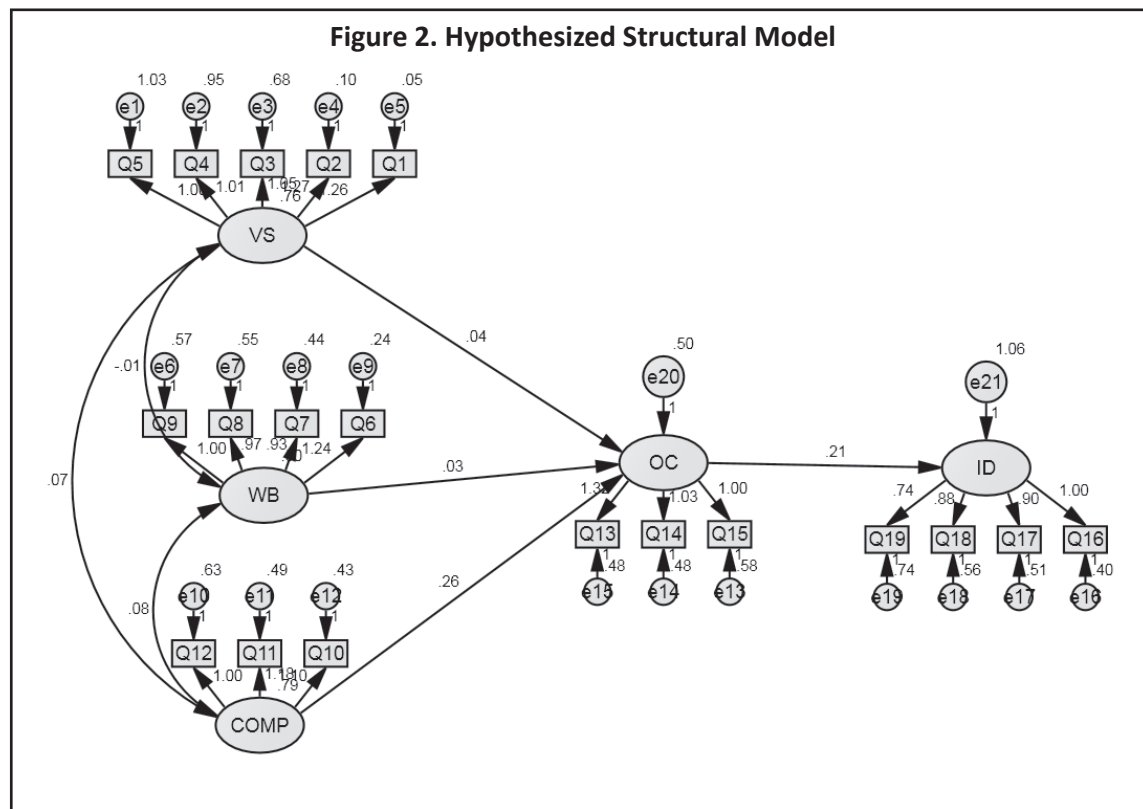
Analysis of moment structure (AMOS) is a software through which the path diagram amongst different variables and their relationship has been exposed. The confirmatory factor analysis (CFA) has been used to find out the interrelationship between the variables and their significance. Before the CFA, exploratory factor analysis (EFA) has been conducted and five factors have been extracted. Later, with the help of the five factors, the path analysis model is developed. The CFA model, as shown in the Table 5, reveals the fit indices and from the data, we can conclude that the model is fit.

It has been found out from all the fit indices that the model values are in the acceptable range. The chi square index will help to adjust the model path and it may give better results. In CMIN/DF, we have found that the value is 1.687, and it is well below the recommended value 3. The values of GFI & AGFI (which is goodness of fit and adjusted goodness of fit) mainly varies from 0 to 1, and as per the recommended value, it is well above 0.9. Here, the GFI & AGFI values are 0.978 and 0.940, which means that the model is a good fit. The value of RMSEA (root mean square error of approximation) is 0.054, which is well below the recommended value of 0.06. NFI (normed fit index) and CFI (comparative fit index) values are also well above the value 0.9, and therefore, the model is fit.

The Figure 2 shows the path diagram with the help of AMOS v21 software, which reveals the relationship amongst the various variables. In structural equation modeling, we have checked the validity of different variables and found it valid. The construct validity has been explained with convergent and divergent validity. The CR values shown in Table 6, which are termed as construct reliabilities, have values more than 0.7, and this also emphasizes that the values are reliable. The average variance extracted (AVE) has a value of more than 0.5. It can be seen from the result that the CR value is greater than AVE value and from here, we can interpret that it supports convergent validity. It also clarifies that  $MSV < AVE$ ,  $ASV < AVE$ , and the square root of AVE values, as we find in Table 7, are greater than correlation between the construct values, so it proves the divergent validity too.

Path analysis of structural model, as shown in Table 8, illustrates that Compassion is the most influencing factor on organizational culture. The unstandardized regression estimate and CR value (3.518) are high and are quite significant at the 5% significance level. Organization Culture has an effect on industrial disputes and it is





**Table 6. Results of Measurement Model**

Factors	Construct Reliability (CR)	Average Variance Extracted (AVE)	Maximum Shared Variance (MSV)	Average Shared Variance (ASV)
VS	0.879	0.757	0.243	0.163
WB	0.863	0.731	0.267	0.158
COMP	0.898	0.769	0.289	0.172
OC	0.905	0.797	0.301	0.183
ID	0.901	0.803	0.313	0.189

**Note.** VS stand for Values Sense, WB stands for Well - Being, COMP stands for Compassion, OC stands for Organizational Culture, ID stands for Industrial Dispute

**Table 7. Squared Correlations Between Factors**

	VS	WB	COMP	OC	ID
VS	<b>0.870</b>				
WB	0.246	<b>0.854</b>			
COMP	0.129	0.296	<b>0.877</b>		
OC	0.023	0.421	-0.251	<b>0.892</b>	
ID	-0.104	0.189	0.143	0.097	<b>0.896</b>

**Note.** \* Diagonal elements are square root of AVE.

**Note.** VS stand for Values Sense, WB stands for Well - Being, COMP stands for Compassion, OC stands for Organizational Culture, ID stands for Industrial Dispute

**Table 8. Path Analysis of Structural Model**

Measurement Path			Hypothesis	Regression Estimate	CR	p-value	Result
OC	<---	VS	H1	0.044	0.655	***	Accepted
OC	<---	WB	H2	0.033	0.370	0.006	Accepted
OC	<---	COMP	<b>H3</b>	<b>0.265</b>	<b>3.518</b>	<b>0.013</b>	<b>Accepted</b>
ID	<---	OC	H4	0.209	1.755	***	Accepted

quite significant at the 1% significance level. Value Sense is the second most important factor which is having an influence on organization culture. Well - Being is the least influencing factor which influences organization culture and it is quite significant at the 1% significance level.

## Findings

The overall chi-square for the hypothesized model using the maximum likelihood estimation method is 244.620 with 145 degrees of freedom, and the  $p$  - value is less than 0.000. The tables show that the goodness of fit and the indices are all significant, giving empirical support that the model fits the data well. From the analysis, it is observed that Compassion has the highest positive significant relationship (0.265), expressing that compassion towards employees has a noteworthy impact on the organizational culture. The path from Organizational Culture to Industrial Disputes has a positive coefficient that is also found to be significant (0.209). It depicts that an effective organizational culture has a strong influence on industrial disputes. It is also evident that Well - Being of employees as well organizational value are positively significant.

## Managerial Implications

Disputes in organizations are inevitable. With different kind of people working together, associations develop among them. In spite of such a rapport, we find a polarity in their thinking, attitudes, and outlook. This provokes disagreements and finally a dispute takes place. This has a grave longstanding effect on the coordination and amity in the organization. To curb such a situation, organizational culture plays a remarkable role. When companies want people to stand together and contribute, it is essential for the management to help employees identify and live the core values of the organization. It would encourage them to take positive action which would drive them towards a culture of involvement, thereby shaping their overall behavior. It is important for the management to infuse a value system within employees as a positive attitude develops and consequently, they feel satisfied at job.

Satisfied employees act as a competitive advantage for the firm, which boosts their efficiency and performance at work. Adding to that, it is also evident that value assertion provides a sense of direction and unity in employees. When such an organizational climate is present, employees refrain from associating themselves with contentions or factious forums. Compassion in organizations improves the workplace culture. When employees experience a concern of the management, a sort of relationship evolves which relieves them from increased stress at work and keeps them productive. When employers share an attitude of compassion, it positively affects their emotional well - being; they become firmly connected and become ready to withstand the current and future challenges. Such an environment keeps them focused which abstains them from entering into any sort of conflict. When the approach of management is compassionate, employees themselves pave ways to help each other and become more tolerant. This sustains an organization and builds the bottom line. When a company fosters an environment of compassion at work, it acts as a catalyst for instilling a shared feeling among employees, thereby bringing in a

healthy work environment. Fellow feeling and understanding at work brings with it a better team work and an overall quality of life in which they become satisfied. As they are satisfied, it gets reflected in their accountability and commitment towards their work. Compassion at work espouses effective ways to enrich their business. Employee retention stands as a boon for such a compassionate organization which proclaims that employees are happy at work. Such employees become supportive towards their organization.

Compassionate management strongly influences distracted and unobservant employees by building an intense and quality connection among them, and they desist themselves from being stropic. Well - being of employees stimulates them to increase their yield and satisfaction level. Thus, it leads to a constructive behavior and brings stability among employees. When the management cares about the well - being of employees, they enjoy a happy and a healthy work environment. This makes the functioning of the organization smooth and uncomplicated. It also has a spillover benefit into other spheres of life. Employees become more focused at work and this increases their resilience to cope up with the difficulties and challenges at work. When the management makes a positive contribution towards mental well - being, employees feel highly valued and raise their engagement level at work. Employee well - being has important implications for work relationships and binds them to act as teams to achieve group goals. This makes them more integrated, strengthens support, and keeps them from any sort of disorders and discourse.

## **Conclusion**

The study generates a platform for the organization to look through the facets of organizational value, compassion, and well - being at work, and understand the significance as well as urgency of these among employees. It has to be comprehended that industrial disputes are an exposition of difference in opinion or disagreements between the employers and employees in an organization (Jesili, 2012). With growing competition, industrial complexities have changed the structure and climate of the organization. The efficient coordination of activities, the value system, harmony, and fellow feeling is dwindling. It is high time to revamp our organizational culture to make employees feel the adjacency among them, and also with their employers. It would then bring orientation, reverence, involvement, and participation among them. Culture plays an important part in conflict resolution and shaping one's ideas (Vargas-Hernandez & Noruzi, 2009). Therefore, a new and sophisticated approach in resolving disputes and confrontation should be embedded in an organization, that is, a culture of concern, value sense, understanding, empathy, and stability, thereby ensuring solidity and bringing an air of benignity among employees.

## **Limitations of the Study and Scope for Future Research**

The study was conducted in West Bengal and the sample size was only 196 respondents. A broader sample size may give a more comprehensive glimpse of the effect of these elements on industrial disputes. This research focused on the manufacturing sector only. Therefore, exploring other sectors would bring before us a definite and substantial scenario of the impact. The study provided a glance of the prevailing situation in manufacturing industries of West Bengal. It is a preparatory work highlighting three essential aspects of organizational culture and its impact on industrial disputes. A more detailed study and statistical research of the effect of the overall factors of organizational culture on industrial disputes can be carried out. Studies can be carried out in other geographical areas to find out any other crucial differences in the impact. The research can be done more effectively in some of the key and influential sectors namely, healthcare, telecom, education, banking, tourism and hospitality, where the role of organizational culture has a stupendous and penetrating role in deterring any kind of discord or malevolence.

## References

- Aboul-Ela, G. M. (2017). Reflections on workplace compassion and job performance. *Journal of Human Values*, 23(3), 234 - 243. doi: <https://doi.org/10.1177/0971685817713285>
- Alkaya, S., & Yirik, S. (2014). Organizational culture's effects on organizational conflict: Study of a five star hospitality business. *Mediterranean Journal of Social Sciences*, 5 (22), 48 - 56. doi: 10.5901/mjss.2014.v5n22p48
- Bajpai, N. (2013). *Research methodology*. New Delhi: Pearson.
- Bhat, A., & Swami, R. (2014). Industrial conflicts scenario in India. *Prabandhan: Indian Journal of Management*, 7(10), 32 - 42. doi:10.17010/pijom/2014/v7i10/59250
- Biggio, G., & Cortese, C. G. (2013). Wellbeing in the workplace through interaction between individual characteristics and organizational context. *International Journal of Qualitative Studies on Health and Wellbeing*, 8(1), 1-14. doi: 10.3402/qhw.v8i0.19823
- Chawla, D., & Sondhi, N. (2016). *Research methodology : Concepts and cases*. New Delhi : Vikas Publishing House.
- Cojocaru, C. L. (2014). Organizational wellbeing. *Naval Academy Scientific Bulletin*, 27(2), 112-114.
- Crow, S. M., & Hartman, S. J. (2002). Organizational culture: Its impact on employee relations and discipline in healthcare organizations. *The Health Care Manager*, 21(2), 22 - 28.
- Daudkhane, Y. (2017). Industrial disputes in India: Causes and consequences. *International Journal of Scientific Research and Management Studies*, 3(11), 375 - 384.
- Di Pierto, L., & Virgilio, F. D. (2013). The role of organizational culture on informal conflict management. *International Journal of Public Administration*, 36(13), 910 - 921. doi: <https://doi.org/10.1080/01900692.2012.701150>
- Downes, C., & Koekemoer, E. (2011). Work-life balance policies: Challenges and benefits associated with implementing flexi time. *SA Journal of Human Resource Management*, 9(1), 1-13.
- Dutton, J. E., Workman, K. M., & Hardin, A. E. (2014). Compassion at work. *Annual Review of Organizational Psychology and Organizational Behavior*, 1(1), 277 - 304. DOI : <https://doi.org/10.1146/annurev-orgpsych-031413-091221>
- Ghorbani, M., & Razavi, N. H. (2011). The study of the relationship between organizational culture and conflict management. *Middle East Journal of Scientific Research*, 10(6), 711 - 717.
- Grant, A. M., & Patil, S. V. (2012). Challenging the norm of self interest: Minority influence and transitions to helping norms in work units. *Academy of Management Review*, 37(4), 547 - 568. DOI : <https://doi.org/10.5465/amr.2010.0437>
- Isgor, I. Y., & Haspolat, N. K. (2016). Investigating the psychological wellbeing and job satisfaction levels in different occupations. *International Education Studies*, 9(12), 194 - 205. doi: :10.5539/ies.v9n12p194
- Jain, A. K., Giga, S. I., & Cooper, C. L. (2013). Stress, health and wellbeing: The mediating role of employees and organizational commitment. *International Journal of Environmental Research and Public Health*, 10(10), 4907 - 4924.

- Jesili, I. M. (2012). Industrial disputes, causes and settlement: An Indian perspective. *Prabandhan: Indian Journal of Management*, 5 (12), 5 - 14. doi: 10.17010/pijom/2012/v5i12/60303
- Khan, M. M., & Rasli, A. M. (2015). Relationship between organizational culture, empowerment and conflict. *International Journal of Economics and Financial Issues*, 5(1S), 324 - 329.
- Khandelwal, K. A., & Mohendra, N. (2010). Espoused organizational values, vision and CSR: Does it matter to organizational members? *Vikalpa*, 35 (3), 19 - 36. doi: <https://doi.org/10.1177/0256090920100302>
- Kumari, N., & Singh, D. (2018). Impact of organizational culture on employee performance. *Prabandhan: Indian Journal of Management*, 11(6), 53 - 63. doi: 10.17010/pijom/2018/v11i6/128442
- Lilius, J. M., Worline, M. C., Maitlis, S., Kanov, J., Dutton, J. E., & Frost, P. (2008). The contours and consequences of compassion at work. *Journal of Organizational Behavior*, 29 (2), 193 - 218. doi: <https://doi.org/10.1002/job.508>
- Lunenburg, F. C. (2012). Organizational structure: Mintzberg's framework. *International Journal of Scholarly, Academic, Intellectual Diversity*, 14(1), 1 - 8.
- Malbašić, I., Marimon, F., & Mas-Machuca, M. (2016). Is it worth having focused values. *Management Decision*, 54(10), 2370 - 2392. doi: <https://doi.org/10.1108/MD-05-2016-0282>
- Maseko, T. S. B. (2017). Strong vs weak culture: Assessing the impact on employee motivation. *Arabian Journal of Business and Management Review*, 7(1), 1-5. doi: 10.4172/2223-5833.1000287
- McCarthy, G., Almeida, S., & Ahrens, J. (2011). Understanding employee wellbeing practices in Australian organizations. *International Journal of Health, Wellness and Society*, 1(1), 181 - 198.
- Nwokocha, I. (2015). Employers and the enhancement of industrial harmony in private sector organizations in Nigeria. *IOSR Journal of Humanities and Social Science*, 20 (5), Ver. II, 28-35. Retrieved from <http://www.iosrjournals.org/iosr-jhss/papers/Vol20-issue5/Version-2/E020522835.pdf>
- Rana, G., Rastogi, R., & Garg, P. (2016). Work values and its impact on managerial effectiveness: A relationship study in Indian context. *Vision: The Journal of Business Perspective*, 20 (4), 300 - 311. doi: <https://doi.org/10.1177/0972262916668713>
- Raya, R. P., & Panneerselvam, S. (2013). The healthy organizational construct: A review and research agenda. *Indian Journal of Occupational and Environmental Medicine*, 17 (3), 89 - 93. doi: 10.4103/0019-5278.130835
- Robertson, I. T., & Cooper, C. L. (2010). Full engagement: The integration of employee engagement and psychological wellbeing. *Leadership and Organization Development Journal*, 31(4), 324 - 336. doi: <https://doi.org/10.1108/01437731011043348>
- Roy, P. (2012). Organizational culture as a predictor of industrial relations: A study of Indian industries. *Prabandhan: Indian Journal of Management*, 5 (9), 37- 48. doi: 10.17010/pijom/2012/v5i9/60268
- Rynes, S. L., Bartunek, J. M., Dutton, J. E., & Margolis, J. D. (2012). Care and compassion through an organizational lens: Opening up new possibilities. *Academy of Management Review*, 37(4), 503 - 523.
- Santos, J., Goncalves, G., & Gomes, A. (2013). Organizational culture and subjective and work wellbeing: The case of employees of Portuguese universities. *Journal of Spatial and Organizational Dynamics*, 1 (3), 153-161.

- Sharma, D., & Joshi, U. (2017). A comparative study of work culture, job performance and subjective wellbeing of public and private sector banks. *Metamorphosis: A Journal of Management Research*, 15 (2), 102 - 108. doi: <https://doi.org/10.1177/0972622516675958>
- Sivarethinamohan, R. (2010). *Industrial relations and labour welfare : Text and cases*. New Delhi: PHI Learning Pvt. Ltd.
- Sokro, E. (2012). Analysis of the relationship that exists between organizational culture, motivation and performance. *Problems of Management in the 21st century*, 3, 106 -119.
- Tanase, I. A. (2015). The importance of organizational culture based on culture transfer. *Paper presented at Proceedings of Management and Innovation for Competitive Advantage in 9th International Management Conference*, Bucharest University of Economic Studies, Romania.
- Vargas-Hernandez, J. G., & Noruzi, M. R. (2009). An exploration of the organizational culture in the international business relationships and conflicts era. *American Journal of Economics and Business Administration*, 1 (2), 182-193. doi: 10.3844/ajebasp.2009.182.193
- Wangombe, J. G., Wambui, T. W., & Kamau, A.W. (2014). The perceived supervisor and organizational support on organizational climate. *IOSR Journal of Humanities and Social Science*, 19 (3), Ver. VII, 53 - 69.
- Woszczyna, K. (2014). The importance of organizational culture for innovation in the company. *Forum Scientiae Oeconomia*, 2 (3), 27 - 39.
- Yoel, S. (2015). Cultivating organizational culture within globalized companies using the wellness kickoff tool. *Procedia - Social and Behavioural Sciences*, 209, 533 -539. doi: <https://doi.org/10.1016/j.sbspro.2015.11.284>
- Zheng, X., Zhu, W., Zhao, H., & Zhang, C. (2015). Employee well-being in organizations: Theoretical model, scale development, and cross cultural validation. *Journal of Organizational Behavior*, 36 (5), 621 - 644. doi: <https://doi.org/10.1002/job.1990>



## Appendix

Please express your opinion on the following statements on the scale 1 - 5.							
(1- Strongly disagree and 5 - Strongly agree)			Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
<b>Value Sense</b>	Q1	The organization's core values have a strong positive influence in shaping the behavior and attitude of employees.	1	2	3	4	5
	Q2	Employees mostly take positive actions as the organization inspires them to live up to its core values.	1	2	3	4	5
	Q3	The organization welcomes and respects creative ideas and thoughts of employees in every sphere of discussion.	1	2	3	4	5
	Q4	The organization empowers employees to bring out their potential and give their best for the organization.	1	2	3	4	5
	Q5	The organization helps employees to grow through continuous learning, overall growth, and development.	1	2	3	4	5
<b>Well- Being of Employees</b>	Q6	The organization takes proactive stand to maintain a healthy work - life balance for employees.	1	2	3	4	5
	Q7	The recognition programme of the organization boosts employee morale.	1	2	3	4	5
	Q8	The organization frequently arranges campaigns that incorporate mental and physical health agenda for employees.	1	2	3	4	5
	Q9	The organization arranges employee assistance programmes (EAP's) for enhancing personal and professional development of employees.	1	2	3	4	5
<b>Compassion Towards Employees</b>	Q10	The organization inspires employees through tenderness, flexibility, and support.	1	2	3	4	5
	Q11	The organization lends its hand & offers guidance when employees have hit a roadblock or have a tight deadline of a project.	1	2	3	4	5
	Q12	The organization is considerate towards emotions and feelings of employees.	1	2	3	4	5
<b>Organizational Culture</b>	Q13	The organization cultivates a strong bond, positive attitude, and value sense among employees that directs them towards a common goal.	1	2	3	4	5
	Q14	Culture in the organization instills a sense of compliance, responsibility, and shared feelings within employees which help them to be tolerant.	1	2	3	4	5
	Q15	The employees in the organization identify themselves with organizations that encourage behavioral norms.	1	2	3	4	5
<b>Industrial Disputes</b>	Q16	The organization has a progressive outlook that recognizes the rights of its employees and protects their interests, thereby minimizing disputes.	1	2	3	4	5
	Q17	The organization promotes collective bargaining in settling of disputes.	1	2	3	4	5
	Q18	Through consultation, communication, and involvement, the organization allows its employees to voice any concern before they develop into major problems.	1	2	3	4	5
	Q19	The organization makes a proactive strategy in resolving employee grievances with immediate effect.	1	2	3	4	5

## About the Authors

Wendrila Biswas is currently working as an Assistant Professor in the Department of Management and Social Science at Haldia Institute of Technology, West Bengal and has 6 years of experience in teaching and 2 years of industry experience. Her area of specialization includes industrial relations, human resource development, and organizational culture. She has published 31 research articles in various national and international journals of repute. She has also received the Global Education and Corporate Leadership Award 2018 for 'Best Young Researcher (Female)' by LWT India.

Dr. Debarun Chakraborty, B.E. (Chemical), M.B.A. (Marketing), Ph.D. (Field-Marketing), UGC-NET (Management) has rich cross functional exposure across various organizations in India for more than 10 years - with 8 years in academia and 2 years in industry. Presently, he is working as an Assistant Professor in the Department of Management and Social Science at Haldia Institute of Technology, Haldia, West Bengal. His interest areas include rural marketing, agricultural marketing, consumer behavior, marketing research, advertising and sales promotion, and product and brand management. He has also authored a book : *Rural Marketing in India - Texts and Cases*.