Academia Diversity of Human Resource can Lead to the Conflict in Public Sector Universities

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Abstract

In today's world diversity is big challenge for not only organizations but also for educational sector. Age, gender, professional and personality diversity has become important challenge for universities too. Academic institutions also need the effective management strategies to manage the conflicts due to diverse academia. Present research aims to investigate the impact of academic diversity working in different universities on their performance. The variables included in the model are perception, personality and informational diversity that can cause conflicts and impacts the performance of an academia which affects their productivity. The population of study includes faculty of public universities of Pakistan. Stratified random sampling technique was used and from each strata (university) 10% of total population of each university was considered. A total sample of 434 respondents was used and data was collected through online and physical field visits. The present study shows that due to personality diversity, informational diversity and perceptional diversity conflict can arise which can affect the performance of academic personals working in different universities. Present research adds value in literature and help to understand the universities administration that how academia diversity impacts their work performance. This research opens the door for future researcher to add more value in research by focusing on women universities in Pakistan.

Keyword's*: personality diversity; informational diversity; knowledge diversity; employee conflict, academia, university*

Introduction

The term "diversity" covers is a huge topic, the dictionary meaning of diversity is variety; multiformity and unlikeness etc but when specifically considering cultural diversity it defines People from different culture, believe, gender are working under single organization coping with diverse culture, minds, personalities is a challenge, due to changing economic condition, universities are now moving to new structural forms which are designed to and get the benefit maximizing elasticity and responsiveness to the customer needs (Donnellon, 1996; conn & Boyett 1991; Byrne, 1993). So, for this universities are focusing

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on flat structures and more decentralized structure in order to have smooth better communication (Nohria, 1991). Academia have become the main assets of a firm, employee have their own basic problems of harmonization, enthusiasm, and conflict management (Jehn, 1995 & Gladstein, 1984). Academia is the main resource of any organizational and the policy structure must be in line with them in order to accommodate the diversity of information, personality, perception (Jackson, 1992), for the construct effective organizational steps. Academia is provided with the forums for distribution of information across functional and cultural boundaries (Stamps & Lipnack, 1993), diverse ideas must be successfully processed in order to acheive better performance. One can't just rely on the limited work force as diversified workforce will improve the efficiency of the organization that is why employee diversity increases. Although variation among members of workgroups is the traditions, values as said by Byrne's in 1971. According to "Similarity attraction" people have a preference on the similarity in their communications style. Some other theories as "Selection" proposed by Chatman in 1991 and "Socialization" by Van Maanen and Schein in 1979 also endorse that the similarity in morals, customs, believes can lead to successful business environment. In recent theories of diversity (Williams & O'Reilly, 1998; Jackson, 1992;), some other researchers (Stamps and Lipnack, 1993; Gruenfeld, 1995-96) and creativity theorists (Oldham & cummings, 1998; Amabile, 1994;), time and again mentioned the importance of diversity in workgroups. However, empirical studies showed some mixed results.

Few studies show that the diversified groups perform better than homogenous groups (Jackson, 1992; Hoffman, 1978; Hoffman & Maier, 1961; Nemeth, 1986;) while other studies have verified that similar groups can have a better communication because of the similarities as conflicts occur mostly due to bad communication (Flat and O'Reilly, 1989; Steiner, 1972; Ancona & Caldwell, 1992). Diversified workforce can enjoy performance benefits if member effectively manage the communication (O'reilly & Tsui, 1989). Teams with diverse abilities are the high performing teams. In sports for example the team members are selected on the basis of various characteristics so that together they can make the difference, as creation of knowledge in an organization depend on the different point of views and perception about the task (Resnick & Levine, 1993; Damon, 1991; Nonaka & Takeuchi, 1995). The differences in education, training, background, and work experience increase the possibility that diverse perceptions and opinions exist in a workgroup said by Stasser in 1992. In some recent research concluded

that differences in educational environment will lead to an increase in knowledge in work teams (Chadwick, Jehn & Thatcher, 1997).

On contrary the in present work environment team base work leads to intragroup conflict (Bendersky & Hays, 2012). With growing trend of teamwork literature has focused on the factors leading to conflict in groups and organization. The researcher has explored three categories of diversity (Rahim, 2002) and discussed each kind of diversity. As informational diversity refers to knowledge bases and perspectives that members bring to the group in different manner. Such differences occur among group members in terms of education, experience, and expertise. On the other hand, due to perceptional diversity in terms of thinking and believe system may cause conflicts and the diverse personality can cause problems due to personality differences. Most of the prior work focus on understanding of factors influencing the team creativity and innovation (Samsan & Saranya, 2021). On the other hand, an evolutionary perspective focus on understanding the conflict in diverse teams and groups (Lee, Choi, & Kim, 2017). However, this research study is about the diversity of human resource of the academia working in the public sector universities lead toward their conflict. The variables included in the model of this study are as

 i. Personality Diversity
 ii. Perceptional Diversity
 iii. Information Diversity

The focus of this study is to know the conflict of academia due to this diversity of personality, perceptional and information.

Literature Review

Organizational conflict can be "intraorganizational" and "interorganizational". Interorganizational conflict occur among two organization having separate businesses may be, (Rahim, 2002). Intraorganizational conflict occur within an organization among academia may be (department, work team, individual), Interpersonal conflict occur between the individuals and intragroup conflict occurs between members of a group and the intergroup (Rahim, 2002).

Sometimes conflicts among individual leads to frustration, lack of interest in the job, uneasiness to avoid such issues conflicts resolving trainings and counseling sessions can be useful for the managers and academia for the particular assignment in an organization (Börje O Saxberg 1971; Henry P Knowles; Samsan & Saranya, 2021).

Personality Diversity

Organizational workforce with minor diversity will results in better team performance, unity, less conflict, better communication, and greater workload sharing; and more diversity in flexibility related to more cohesion by Barrick in 1998. Neuman in 1999 concluded that personality traits of an employee impact their performance, conflict may arise due to variations in personality also unreservedness and emotional stability to be positively associated to team performance. Mohammed and Angell (2003) examined that higher flexibility and emotional consistency leads to better team performance.

One of the Human Resource Management (HRM) roles including is to manage work force diversity in the environment of an organization, in order to meet the changes, include technological, economic condition that have significant impact on the objectives, strategies and practices of an organization (Schuler, MacMillan & Huber, 1993; Hippman et al.,2020).

Due to globalization academic institutes engage in operations with various countries and participate globally, their diverse competencies and capabilities must be further developed through HRM along with diverse faculty across the globe, as the academia ' competencies and capabilities are the most significant source of competitive advantage of a educational institute (Becker 1997; Issa et al., 2021), added that academia of the universities are the intellectual mind who can makes the differences, and their skills, talent, and knowledge are the assets for a university that can lead to success, if it managed in a proper way other wise conflict can arise. If the ability of an faculty member is unique or diverse then effective HRM practices of organization/university can lead to productivity.

HRM is responsible for shaping the workforce in a manner as needed by the organization (Jackson & Schuler, 1992). HRM of university also responsible for polishing academia ' knowledge, skills and abilities (Jackson & Schuler, 1992). Academia of a university is selected on the basis of personality characteristics such as adaptability, flexibility, and interpersonal skills (Tung, 1981, Cascio in 2006) so that conflicts can be reduced. Resolving of such conflicts is included in the list of functions of HRM. Fair treatment makes academia hold positive perceptions about the environment in which they work (Wood, 1995) resulting to positive work attitude and job satisfaction.

When two social entities differ in their values or ideologies on certain issues conflicts of beliefs occur (Rahim, 1992). If conflicting

situation arise it is an ultimate loss is to the organization so handling of conflicts must be in a proper manner without any biasness (Bar-Tal & Daniel, 1998).

Perceptional Diversity

Problems occur due to differences in perception, believe system add behavior of an employee of different cultures conflict (Lukášová, Nový, 2004). Some studies concluded that the differences in thoughts, perceiving, feelings and behavior resulting from differences of cultures (Hall, 1995, Gancel, Rodgers, Raynaud, 2002, etc.). Few studies concluded that differences in the state cultures guide to special organizational practices and different academia ´ expectations (Kogut, Singh, 1988, Risberg 1998) and to countrywide specific management style (Olie, 1990, Risberg, 1998).

The cultural difference is growing due to globalization, as the impact is influenced by other factors that play a role (Larsson, Risberg, 1998) and cultural difference have a strong impact on perceptions (Very, Lubatkin, & Calori, 1998), particularly when the academia is well aware to this fact. The extent of the challenge is dependent on the number of faculty members involved in conflict. It is compulsory to recognize the thought process of the parties in order to resolve the conflict effectively. According to Fisher and Ury Understanding the others mind is not simply a helpful activity that will assist you solve various problem. Different thinking styles is the problem. Difference between your thinking and perception ultimately leads to conflict. Truth is simply one more argument perhaps a good one, perhaps not for dealing with the difference. The difference itself exists because it exists in their thinking (Lederach, John Paul 1995; Moreno-Gómez et al., 2018).

Knowledge Diversity

Differences in expertise, knowledge, skills, and abilities team members will result in proposing and advocating different approaches for solving problems and thus leading to various conflicts (Renwick 1975; Hysa, 2020). Differences in knowledge, awareness, information, qualification, skills, abilities, and intelligence which were all considered the causes of conflict in universities as is said by Renwick 1975.
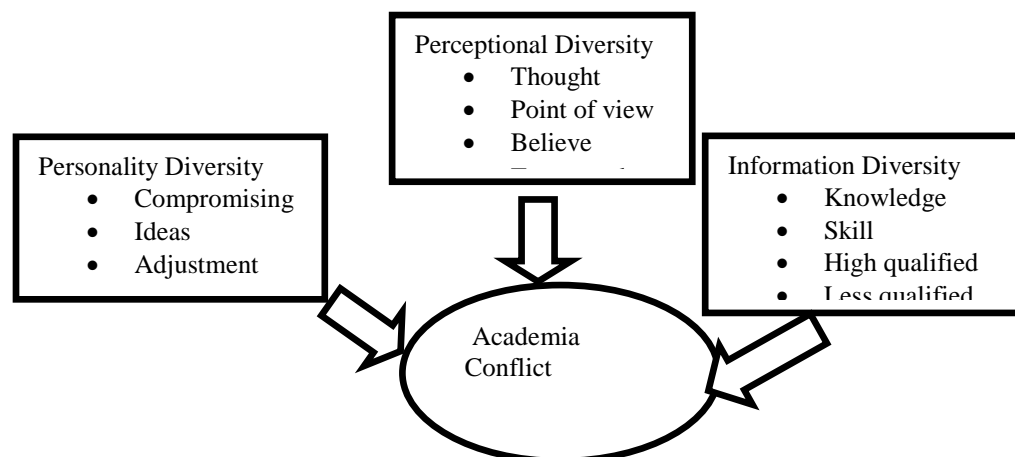
Conceptual Framework Model

Figure (1) Academia Conflict Model

The figure 1 shows the conceptual framework of the academia diversity. In this study the diversity is divided in to three major categories as perceptional diversity, information diversity and personality diversity. These further divided in four subcomponents of each.

Hypotheses of the Study
The following hypotheses were formulated
H_1: Personality diversity will lead to conflict.
H_2: More perceptional differences will lead to conflict.
H_3: High knowledge diversity will lead to conflict.

Methodology of the study
The nature of this study is descriptive and survey method was used for the collection of data. The questionnaire was developed with the help of experts working in the universities. The population of study include faculty of public sector universities of Pakistan. Stratified random sampling technique was used to select the sample from the population. Each university is considered as single strata and sample is selected from it. Online questionnaires were distributed to reach out the maximum sample size and further data was collected through field visit.

Total population of study was 4344 academicians working in different public sector universities of Pakistan. A list university is given below:

i.   Bahauddin Zakariya University (BZU Multan)
ii. The Islamia University of Bahawalpur (IUB)
iii. Government College University Faisalabad (GCUF)
iv. Punjab University Lahore (PU)
v.   University of Sargodha (UOS)
vi. University of Gujrat (UOG)
vii. Pir Mehr Ali Shah Arid Agriculture University (PMAS)

In this study a sample of 434 respondents was used based on 10% of total population from each university.

Analysis of Data

In this study, the collected data was analyzed and mean score of the data was calculated for the agreement or disagree of the stimuli response.

Table 1
Demographic Profile of Sample

Sr. No	Universities name	Faculty	Departments	Academia (Regular+ Contract)	Sample
1	BZU, Multan	8	43	622	62
2	IUB, Bahawalpur	7	44	454	45
3	GCUF, Faisalabad	4	35	708	71
4	PU, Lahore	13	113	1109	111
5	UOS, Sargodha	8	33	654	65
6	UOG, Gujrat	7	34	518	52
7	PMAS-Arid, Rawalpindi	7	29	279	28
Total		54	319	4344	434

Table reflects that 14% respondents belong to BZU Multan university, 10% IUB Bahawalpur, 16%GCUF Faisalabad, 25% belong to PU Lahore and 15% UOS Sargodha, 12% UOG Gujrat, and 6% PMAS Rawalpindi.10% of sample is selected from each university and total of 434 sample was used for data collection.

Table 2 a

Perceptional Diversity

	Statement	SA	A	U	DA	SD	Mean
i.	Compromising with your colleagues, helps in avoiding conflicts	78 (18%)	156 (36%)	95 (22%)	52 (12%)	53 (12%)	4.2
ii.	New ideas and suggestions, openness helps in ignoring conflicts	35 (8%)	173 (40%)	164 (38%)	26 (6%)	35 (8%)	3.9
iii.	Adjusting in changing environment helps in avoiding unfavorable situations	191 (44%)	191 (44%)	26 (6%)	17 (4%)	9 (2%)	4.5
iv.	Sensitivity toward coworkers' attitude and behavior	13 (30%)	182 (42%)	69 (16%)	35 (%8)	17 (4%)	4.4

Table 2b
Personality Diversity

I	Difference between thoughts process among coworkers creates conflict	9 (2%)	26 (6%)	138 (32%)	182 (42%)	87 (20%)	2.4
Ii	Conflict issues cause due to point of views between colleagues	174 (40%)	87 (20%)	87 (20%)	43 (10%)	43 (10%)	4.3
iii	All academia likely to believe on you	60 (14%)	156 (36%)	60 (14%)	78 (18%)	78 (18%)	3.3
iv	Teamwork for one common goal creates conflict	113 (26%)	182 (42%)	104 (24%)	26 (6%)	7 (4%)	3.2

Table 2c
Information Diversity

i.	Knowledge sharing with your colleagues give encouragement	156 (36%)	147 (34%)	69 (16%)	35 (8%)	26 (6%)	3.1
ii	Lack of knowledge and skills	217 (50%)	196 (46%)	17 (4%)	(0%)	(0%)	4.6
iii	More qualification than your jobs create conflict with your own self	43 (10%)	43 (10%)	61 (14%)	148 (34%)	138 (32%)	2.7
iv	Your helps less qualified workers	156 (36%)	165 (38%)	61 (14%)	26 (6%)	26 (6%)	3.5

Table 2.1 depicts that 54% of the respondents agreed that, compromising with colleagues, helps in avoiding conflicts and 22% of the respondents were undecided while 24% of them disagreed in this regard. Mean score 4.3 showed compromising with colleagues helps in conflicts between academia of any organization. 48% of the respondents were agreed on that new ideas helps in avoiding conflict and 38% remains undecided about the it while, 14 % disagree with the statement. 3.9 Mean score also shows that the statement has the significance. 88%

of the respondent agreed with that adjusting in changing environment helps in avoiding conflict but 8% disagree while 6% remain undecided about the statement. The mean score 4.5 in the of   favor statement. 72 % of the respondents agreed that sensitivity and attitude toward coworkers helps in avoiding conflict while 16% remain undecided, while 12% disagree with the statement. 4.4 mean score shows that positive trends of statement.

In the table 2.2 72 % of the respondents disagreed that, difference process between thought among coworker creates conflicts and 8% of the respondents were agreed with it. Mean score 2.4 percent also shows that statement is not significant. 60 % of the respondent disagreed that conflict issues cause due to the point of views between colleagues and   20 % of them remain undecided, while 20% disagreed in this regard. Mean score 4.2 showed compromising with colleagues helps in conflicts between academia of any organization. 50% of the respondents were agreed that employee trust on each other, but 36 % were disagreed, while 18 % remain undecided. The mean score 3.3 also favor the statement. 66% of the respondent agreed that teamwork of common goals creates conflict but the 24% remain undecided while 10% remain disagree. Mean score 3.2 also support the statement.

Table 2,3 point out that 70 % of the respondents agreed that, knowledge sharing you're your colleagues give encouragement and 16 % remain undecided while 14 % disagree with the statement   . 4.3 means score also support the statement. 96% of the respondents agreed that lack of knowledge and skill is the cause of conflict but 4% remain undecided. The 4.6 mean score strongly support the trends of the statement. 66 % of the respondent disagreed with the statement and 20 % agreed while 14% remain undecided. the 2.7 means score shows the negative trends .74% of the respondents agreed with the less qualified workers helps while 14% remain disagree and same undecided. The above result of the frequency distribution depicts the following results of the hypothesis as:

H_1 =Diverse personality's traits in the organization will lead to conflicting situation.

H_2 =Hence proved that perceptional differences cause conflicts can occur.

H_3=Hence knowledge diversity cannot lead to conflicts always.

Discussion

Workforce diversity is a basic issue for all kind of organizations and the administration of the diverse workforce is a test of organization as it has become fundamental need for any association. In todays and age

of advancement, we should have the assorted work power since worldwide and educational institutes can't simply depend on restricted employees and specialists with multicultural information and abilities. Overseeing variety in organizations and in educational institute is extraordinary test to prevail in training area alongside business world. The test of viable correspondence to guarantee smooth working connections across global societies and subcultures should be acknowledged by the administration. The working environment of the universities, where academia is interacting with each other's, while having different social and values are need to more careful during their conduct. Sometime a small misunderstanding can lead a conflict, and this will affect on the working environment. Academia should show exclusive expectations of moral conduct and regard towards different diverse cultural attitude. An inability to do as such would prompt miscommunication, misconstruing and struggle between and inside colleagues. Faculty members should likewise be delicate to the social foundations that direct whether the worker utilizes a singular methodology towards work and works better separately or regardless of whether the scholarly community utilize an aggregate methodology towards work and works better in a gathering. The social foundation likewise directs the degree of solace for a scholarly world in regard to different institutional societies and would help the administration in putting the scholarly community in like manner. The administration should equally know about significance of careful interchanges, and adverse consequence of social predisposition and absorption in colleagues.

Conclusion and Recommendations

Academia of an organization has different personality traits that can sometime lead to a conflicting situation in a working environment. As long as academia are flexible enough to understand others point of view can avoid conflicts. Employee with rigid behavior like lack of compromising and integrating power can create conflicts. When the perception of a one person does not match with the other and at the same time both the parties are not ready to accommodate each other's point of view then, conflicts will arise. This study shows us the image that disagreement among academia can bring conflicting issues. This conflicting issue overall effects the performance of an employee. In terms of Knowledge diversity in this study academia are cooperative in helping their junior ones with the knowledge and share their knowledge with those who are less aware. The result had shown that the diverse

minds working together. They can accommodate with each other to avoid any inconvenience and conflict ultimately their productivity will increase. For them diversity is manageable if every individual tries to help in interacting and dealing. if Universities manage diversity properly it is beneficial for the whole organization as individual productivity increases.

The present study shows that due to personality diversity, informational diversity and perceptional diversity conflict can arise which can affect the performance of an employee that will ultimately lead to the organization in worse shape. To utilize the diversity in an effective way is difficult as different mind sets are working together to ensure smooth relations and communication among them is a challenge, but diverse workforce is important to have a competitive advantage for an organization.

Limitations and Future Directions

This research also posses some limitation as like other research. This study is limited to only public sector universities of Pakistan. Future researchers can add some private universities and more importantly the different women universities should be part of study in future. As this research focus only, public sector university and in future a comparison of public and private universities could be conducted. Moreover, a comparison of different diversity traits could lead to a better understanding of phenomenon and increase generalizability.

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