

## **CONFLICT MANAGEMENT IN HUMAN RESOURCE DEPARTMENT**

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### **ABSTRACT**

Conflict is a natural disagreement resulting from individuals or groups that differ in attitudes, beliefs, or groups that differ in attitudes, beliefs, values or needs. It can also originate from rivalries and personality difference. Others causes of conflict include trying to negotiate before the timing is right or before needed information is available. Fault line conflicts are on a local level and occur between adjacent states belongs to different civilizations or within states that are come to populations from different civilizations. Core state conflicts are on global level between the major states of different civilizations. Core state conflicts can arise out of fault line conflicts when core states become involved. These conflicts may result from a number of causes, such as relative influence or power discrimination against people from a different civilization. Different values and culture, particularly when one civilization attempts to imposes its values on people of a different civilization. When argue and fight in a relationship. It is a test to see if the partnership is strong enough to overcome the disagreement. True affection is to respect, to compromise and true affect will allow each partner to understand and respect this needs of the other.

Key word: Conflict task, accommodation, compromising

### **Introduction**

Conflict management is very vital role in the organization because, conflict makes negative activities and departed between the employees. It rises from individuals based on their designation and various mindsets, between the senior and junior, an organization consisting plenty of employees itself, according to their educational qualification, experience, attitude, perception will be varied so there may be lot of chances to arises, so as hrd decide to balance from conflict and make necessary steps to practice. Conflict is a disagreement or struggle between tow or more people. It happens in all relationships, especially those where we are very close to the other person. Role conflict occurs when differing views of role expectations do not match. Relationship conflict focuses on substantive, issue – related differences, relationship conflict focuses on personalized, individually – oriented issues, must be dealt with emotionally. Moderate task conflicts is functional, requiring problem solving. Both task

and relationship conflict can be harmful exist beyond small amount. The best way to make it out of a disagreement and preserve the relationship is to focus on the problem and not the person. Always keep in mind that both may not agree on everything together but you both are still on the same team.

### **Employee's Behavior Measures**

An organization consisting huge number of staffs and employees according to their mind set, educational qualification they will differ among the employees, and chances to arise many ego between the management with supervisor, staffs with works. Also the HR Manager should be efficiency person to handle the men management and solvency the problem among the employee for reach the organization goal for successful.

### **Job analysis to avoid conflict**

As a Manager should job profile and job analysis for the employees because before starts the job, it should be evaluated by the manager, if anything will be malfunction there may arise some conflict between the manager and worker, so best way to avoid the conflict every action should be clearly determined by the superior in the organization as well as workers between the managers.

### **Impact of Conflict**

Due to conflict / misunderstanding / ego between the employee, it not only suffer by the employees, it rooted between the employees, based on the conflict even good workers also loosing their temper and produce poor quality product in the organization. So, the Manager takes necessary steps to avoid and necessary relationship build between the employees always in the organization.

### **Reason for Conflict**

Conflict is a Human's nature, there is no any solution for fully eradicate the conflict in the organization. But as a Manager may necessary steps to balancing and managing activities among the employees through some practice such as yogo, meditation also may aware some human being activities and treating equal respect to all employees in the organization without any complex / variation. Employee should self respect and develop good relationship with all employees, enquire their wellness and kind of words only to build good relationship among the employees accordingly.

### **Objectives of the study**

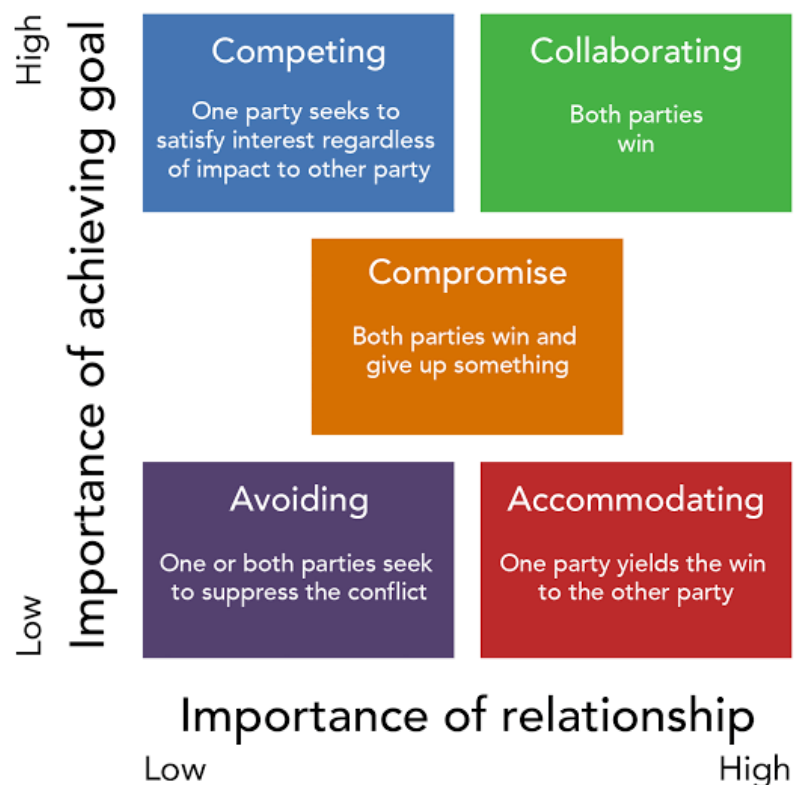
- To study various conflict management among the employees in the organization
- To find solution for avoid / balance from the conflict management

## **REVIEW OF LITERATURE**

### **Developing constructive and positive conflict resolution strategies at various organizational levels is the emerging thought**

**Deutsch (1973)** Dispute resolution constitutes an important managerial responsibility and activity, and has a crucial impact on the well being of the organization. Managers often serve as third parties to a conflict resolution process. Organizations develop many constructive conflict resolution strategies at various levels of the organization. Many researchers have documented that

protagonists who emphasize their cooperative, positively related goals where they believe that as one moves toward goal attainment the others do too are prepared to engage in open-minded discussions; they express their various views directly, try to understand each other, and combine their ideas to solve the underlying problem for mutual



benefit. In contrast to this theory on the approach that is likely to result in positive outcomes, the definition of constructive conflict is not so clearly operationalized. Argued that conflicts are constructive to the extent that participants consider that overall they have gained more

benefits than costs. Assessing these benefits and comparing them with the costs though involve a complex calculus. Conflicts can have wide-ranging effects and it seems likely that actors typically experience different effects and that consequences valuable in the short-term are not necessarily valuable in the long-term.

**Linda L. Putnam (2007)**, discussed on organizational conflict management systems - the early dispute models such as Adjudication and Arbitration which are replaced by the Non-union environments characterized by team-based work systems, co-operative partnerships and joint ventures, participatory and collaborative management systems.

**Kenneth S. Law, (2000)**, it was discussed that co-operative approach to conflict leads to conflict efficacy that in turn results in effective performance as measured by managers. Michael.R (1989) quotes in a study on Conflict management and organizational development, that personal relations in an organization depends on four general forms such as, i) Power and dependency ii) Negotiating iii) Instrumental, and iv) Socioemotional aspects.

**Dean Tjosvold (2007)** states that co-operative relationships exist in an organization when skills to discuss diverse and conflicting views open-mindedly, combine energy, ideas and knowledge of diverse people in an highly constructive manner takes place.

**Angela I. Greenwald (2007)**, the major findings were quite attention drawing. The study is to investigate the degree to which the Six Sigma leadership training program prepares leaders to resolve organization conflict, a major source of stress related illness. A qualitative case study approach was utilized. Twenty-three Black Belt leaders in three Six Sigma roles of one Fortune 100 company were interviewed from five strategic business units to determine if improvements may be made to reduce unresolved conflict and enhance leader effectiveness. Leaders reported to be ill equipped to manage conflict, negatively impacting productivity, rendering them less effective and unable to meet personal and organizational goals. The results confirmed that no training in the area of conflict resolution was included in the curriculum. To compensate, the leaders sought training outside of the curriculum, ignored conflicts, or worked alone. Adequate recognition, a supportive leader and peer network, judicious project selection and a conflict-receptive culture were positive influences. Recommendations for promoting positive social change by reduction of harmful workplace

conflict include conflict resolution training, the initiation of a peer network, clearer role definition, and more thorough project selection.

## **COMPROMISING**

People who prefer a compromising style try to find a solution that will at least partially satisfy everyone. Everyone is expected to give up something and the compromiser him – or she also expects to relinquish something. Compromise is useful when the cost of conflict is higher than the cost of losing ground, when equal strength opponents are at a standstill and when there is a deadline looming. When goals are important equal power are committed to mutually exclusive are committed to mutually exclusive goals. To achieve temporary settlements to complex issues. When to competing and collaborating have not resolved the conflict. Need a temporary solution to a complex behavioural skills suggest compromise without looking weak. Make partial concession with reciprocation. Insists on a criterion of fairness. Determine objective facts actively listen to all parties give it time and purpose.

## **Positive and Negative Aspects of conflicts**

Conflict can be a negative when people involved have a positive learning experience from the event. Conflict is constructive when people involved have positive learning experience from the event. Constructive conflict contributors to creativity and innovation. On the other hand, destructive conflict often manifests itself as personal, vindictive and it can be source of immense pain. If conflict is not managed, it can have many negative aspects.

## **DESIRABILITY OF CONFLICT**

- Conflict can be desirable
- Conflict helps eliminate or reduce the like hood of groupthink
- A moderate level of conflict across task within a group resulted in increased group
- Performance while conflict among
- Personalities resulted in flower group performance

## **DOMINATOR**

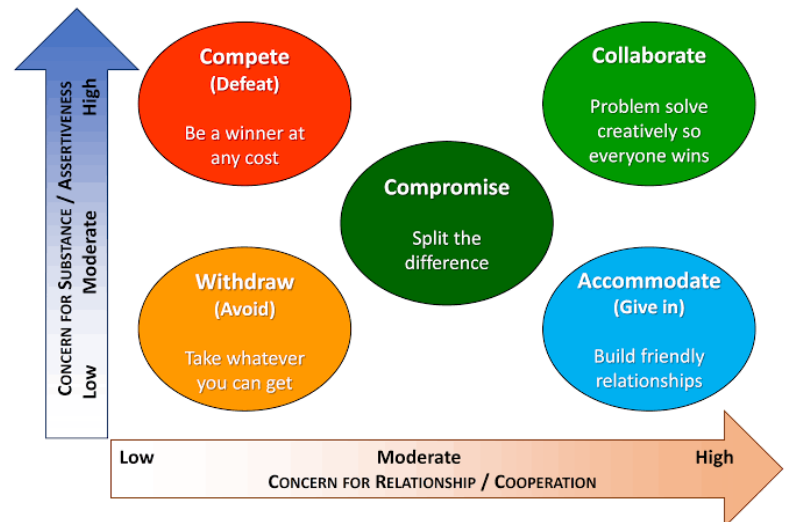
High on task, low on people, Big boss run the show ,Sets high expectations ,Concerned with results , Suppresses disagreements Gets things done ,Competitive and confident Doesn't listen to others

## **AVOIDER**

Low on task and people, Keeps a low profile, Hesitant and cautious, Doesn't want to make mistake, Follows tried and true, Avoids conflict / disagreements, Doesn't provide direction, Carries out what others want

## **COLLABORATOR**

- High on task and people
- Sets high expectations
- Concerned with Results
- Involve people in decisions
- Deal openly concerns
- Seek win - win solutions
- Encourages responsibility
- Interdependent



## **SUGGESTION**

Monitor employee's works to assist them to understand and coordinate their actions, encourage employees to approach when they cannot solve difficulties with co-workers on their own, Clear the air with regular meetings that give employees a chance to discuss their grievances. Provide a suggestion box, check it frequently, and personally reply to all signed suggestions. Offer as much information as possible about decisions to minimize confusion and resentment. Listen carefully to employees to prevent misunderstanding, regularly review job descriptions, get employees input to them. Internationally build relationships with all subordinates. Get regular, written status reports. Regularly hold management meetings. Consider an anonymous suggestion box in which employees can provide suggestion.

## **Way of people Deal with conflict**

There is no once best way to deal with conflict. It depends on the current situation to deal with conflict. Avoid it, President it is not there or ignore it. Use it when it simply is not worth the effort to argue. Usually this approach tends to worsen the conflict over time. Accommodate it. Give in to others, sometimes to the extent that compromise. Use this approach very sparingly and infrequently, for example, in situation when you know that you

will have another useful approach in the very near future. Usually this approach tends to worsen the conflict over time and cases conflicts within yourself. Low on task / high on people Warm and friendly, Keep people happy, Smooth over conflicts, Easy going overlook mistakes, Let others decide and Loose structure.

## **CONCLUSION**

The importance of managing conflict is evident. Reducing the negative effects and increasing the positive impacts is critical in a balanced workplace. Leaders must skirt the fine line of reducing conflict and allow conflict to foster good results. Clearly, leadership must manage some conflict to reduce its impact while allowing some conflict to remain rapidly changing workplace environments. Conflict and change are formidable challenges to meet. Both have the potential to greatly impact an organization's workforce, and ultimately, its bottom line.

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