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A Study on Strategic Role of HR When Conflict Arises at Workplace

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ABSTRACT

The authors examine the relationship between organizational strategy and the approach taken to conflict management using a large-scale survey of companies in Wales, a constituent part of the United Kingdom. They focus on conflicts among employees, an under-researched form of conflict, to examine which types of organizations adopt a more strategic approach to conflict management that aligns with broader HR objectives. They find that organizations with a unitarist, and often anti-union, orientation are more likely to make strategic choices about how they address conflict. Equally, the authors argue that some evidence suggests that organizations that take high-road approaches to HR are more likely to take an intentional approach to how they address conflict. The workforce of the 21st century is dealing with rapid changes and increased competition across industries. Such changes place stress on management and workers alike, increasing the potential for workplace conflict and deviant workplace behaviors, including incivility. The importance of effective conflict management in the workplace has been highlighted but, to date, conflict management and workplace incivility have not been linked in the literature. The manner in which conflict is managed affects the process and outcome of conflict. This study explores the relationship between conflict management styles and workplace incivility

Keywords: HR Practices, HR Strategies, Organizational Change, Role of HR in Change

INTRODUCTION

Employee cooperation with management is essential to a company's continued success and in achieving its objectives. Creating and maintaining a viable organisation depends on its material inputs functioning effectively. The human element that is necessary to make goal achievement possible frequently engages in conflict over elements like interest, viewpoints, management style, and others. The ability to effectively communicate, solve problems, and negotiate with an emphasis on interests is all necessary for conflict management. The art of recognising and resolving disputes amicably, fairly, and effectively is known as conflict management. Conflict is difficult to define, because it occurs in many different settings. The essence of conflict seems to be disagreement, contradiction, or incompatibility. Thus, CONFLICT refers to any situation in which there are incompatible Goals, Cognitions, or Emotions within or between individuals or groups that lead to opposition or antagonistic interaction. The five levels of conflict are intrapersonal (within an individual), interpersonal (between individuals), intragroup (within a group), intergroup (between groups), and interorganisational (within organizations). Conflict is part of human existence. It is an inevitable aspect of humanity which usually occurs when people differ in their feelings, thoughts and actions. Conflict is normal, and people are not likely to be in consensus all the time. When there is a disagreement, there is likely to be dispute in an organization. But a dispute well managed is likely to promote unity, teamwork. Conflict theory is a very important role to an administrator, and it is also important to various other fields including education, sociology and even communication among others. Conflict can be seen as a struggle caused as a result of differences in values, scarce resources, and even power, such that the goal is to either neutralize or eliminate the competition or rival completely. Overtime, there have been various perceptions regarding organizational conflicts. The first, which is a traditional view. The second, which is the human relations view, argues that it is natural in an organization. The third and most recent is the interactive perspective. As long as organizations continue to use work teams, conflict cannot be avoided since it is an inevitable aspect of work teams. Conflict is an outcome of behaviour. It is an integral part of human life. Whenever there is interaction there is conflict. Conflict means expression of hostility, negative attitudes, antagonism, aggression, rivalry, and misunderstanding. It is also associated with situations that involve contradictory interest between two opposing groups. It can be defined as a disagreement between two or more individuals or groups with each individual or group trying to gain acceptance of its view over others. Managing conflict by escaping or pay no attention to it or forcing employees to give up their demands seems to stop organizational citizenship behaviour. The major problem with conflict was that it bore strong negative emotions. Extensively, these emotional reactions marked the beginning of a chain of reactions that may have harmful effects on workers' behaviour. These negative reactions, besides being quite stressful were also challenging, in that, they could divert people's attention from the task.
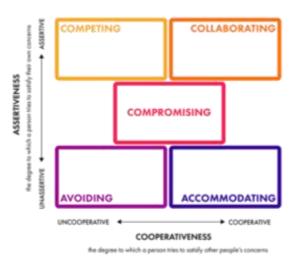
REVIEW OF LITERATURE

Rahim (1983) examine carefully Managers who show a high level of concern for others may foster a spirit of cooperation and teamwork that lessens negative conflict. Higher levels of trust and confidence are frequently linked to high levels of concern, which foster an atmosphere conducive to collaboration, sociability, empathy, and positive interpersonal connections. Managers who show a high level of concern for others may foster a spirit of cooperation and teamwork that lessens negative conflict. Higher levels of trust and confidence are frequently linked to high levels of concern, which foster an atmosphere conducive to collaboration, sociability, empathy, and positive interpersonal connections.

Yesufu, 1982 People often perceive conflict as a debilitating force working against the accomplishment of collective or common aims. Conflict can have a detrimental impact on the group but can also have good outcomes, according to management. Management has a responsibility to handle conflicts in a suitable manner in order to improve organisational performance. It can be caused by absenteeism, go-slowing, work-to-rule, picketing, strikes, sabotage, walk-ins and sit-ins, overtime bans, high rates of sickness and lockouts.

Komhouser and Durbin (1985) According to conflict refers to the entire spectrum of actions and attitudes that show antagonism between the working class and their employers. An ongoing power struggle between employees and employers is called organisational conflict. There are emotional risks to workers' interests when they lose interest in their work. An industrial crisis occurs when one side feels that the expectations of the other in a working relationship are being compromised.

Adebile and Ojo (2015) conflict management practises were examined It found that inter-group conflict was the most prevalent form and that communication problems inside the organisation were the main causes of organisational conflicts. This study's flaw is that it was conducted on the educational industry in a region other than the Niger Delta, which makes it distinct from the one under consideration.

Sholokwu and Olori (2016) investigated the link between managerial techniques and workplace harmony in Rivers State's oil and gas companies. The study found that management practise has an impact on industrial harmony. The study also found that organisational culture significantly modifies the relationship between managerial practises and workplace harmony in Rivers State's oil and gas companies. Oil and Gas Companies should adopt sound management practices to reduce the frequency of strikes and grievances. Collective agreements, decreasing employee casualization and developing a promotion policy are keys to improving industrial harmony.

RESEARCH METHODOLGY

3.1 OBJECTIVE OF THE STUDY:

"To Find out impact of green HR on employees engagement and Retention"

SUB OBJECTIVE

- To study profile of respondents.
- To analysis general information about causes of conflict.
- To analysis the potential role of manager
- To identify the conflict handling styles at workplace in leading organizations.

3.2 RESEARCH DESIGN :

In pursuance of the above mentioned statement of problem and objectives, the following methodology was adopted for the study. It is a descriptive and exploratory method based on both primary and secondary data. The first objective of the study was pursued by the collection and analysis of data from secondary sources whereas all the other objectives have been achieved by collection and analysis of primary data

Population to be studies:

Universal

The universe of the study were all HR department Working in BIDC Gorwa, GIDC Makarpura ,Vadodara, Gujarat

Sample to be taken:

The sample size of the study were 45 employees all HR department Working in BIDC Gorwa & GIDC Makarpura ,Vadodara, Gujarat.

Sampling Method to be used in the research:

The sampling method used was Simple random sampling and purposive sampling method. The criteria for selecting the respondents was that they should belong from managerial cadre. The data was collected via primary sources (questionnaire) and secondary sources (websites and reports available on the internet)

Tool of data collection:

Questionnaire

Medium:

Google Form

5. ANALYSIS & FINDINGS:

1. HR ultimate responsibility is it to ensure conflict in the workplace is managed more effectively get highest response (28.90%) and (20%) Senior leadership/executives. Only n=1 (2.20%) are make responsible to third parties.

2. From responders (60%) belief that Those who are more senior Perceive to handle conflict most effectively. Only Those who are more junior Perceive to handle conflict most effectively which (40%).

3. Most of the respondent their response Handle the dispute and work towards resolutions (55.50%), Facilitate a resolution between parties (35.10%) and Resolving the underlying causes of the conflict (6.30%) and Other n=2 (HR should act as a neutral party to ensure fair) and (consistent and prompt resolution of workplace conflicts)

4. the most conflict from responders (37.80%) at Between different levels of management and Between line managers and their reports are (24.40%). Only (17.80%) and (20%) have you observe the most conflict, Between entry-level/front-line roles and Between middle managers.

5. workplace conflict arises their in organization make feel like, angry and frustrated responders n=19 (42.20%) which highest number get. Net. Only (17.80%) responders feel Confident – the issues have been aired 13.30% and Demotivated – it's such a distraction (11.10%) Nothing – I'm used to it. (6.70%) and Other (Nervous) n=2 ,(Sleepless and stressed) n=3, n= 2 (Excited – a chance to prove myself).

CONCLUSION:

Today's workplace is a melting pot of diverse cultures which causes variety of issues at workplace and has increased the requirements for workplace issues management techniques. The workplace is considered to be other home, where we used to spend considerable span of our life-time, so workplace issue is an important which should be addressed seriously in the manufacturing sector which has its effect on the job performance of the employee through work place

Current research examined the framework of workplace issues and its impact on workplace and job performance in manufacturing sector where the findings of the study also reveal that workplace issues are having significant effect on workplace.

The management officials in the chosen manufacturing companies need to more focus on ensuring the equal rights and benefits to all the employees, in order to keep their morale and productivity high, which may results in improved job performance. It is proposed to the officials of labour ministry to regulate the laws connected to employment in India to ensure proper work standards are followed in the workplace.

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