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## RESEARCH ARTICLE

## ROLE OF HUMAN RESOURCE STRATEGIES FOR CONFLICT MANAGEMENT

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Are we afraid of conflict? This is perfectly normal! Impulsively, our intelligences tell us that conflict is unsafe, so our natural feeling is to do fight or run away. However, terror of conflict can turn leaders, managers and employees into 'mental hostages' who are paralysed and powerless to challenge others. Over the years, three separate views have changed about conflict in projects and organizations. The traditional view undertakes that conflict is bad, always has an adverse impact, and leads to drop in performance at the level of conflict arises. Conflict must therefore always be ignored. In this view, conflict is carefully allied with such terms as violence, destruction, and unreasonableness. Therefore, this paper is an attempt to discuss the human resource strategies that can be used as a tool for conflict management that merely emerges between workforce. Also to correlate the human resource approaches with organizational behaviour environment and its impact on the workforce.

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**INTRODUCTION**

"Conflict is the gadfly of thought. It stirs us to observation and memory. It instigates invention. It shocks us out of sheeplike passivity and sets us at noting and contriving. Conflict is a "sine qua non" of reflection and ingenuity."

**John Dewey**

When people think of the word conflict, they usually think of combats or violence. However, conflict occurs at all stages of society in all sorts of situations. It is the practice of identifying and handling conflict in a sensible, fair and efficient manner. It is easy to forget that we experience conflict every day of our lives. A disagreement of ideas or interests. Conflict happens when two or more individuals or groups have, or think they have, incompatible goals. Conflict is a usual part of any strong association. After all, two people can't be likely to agree on everything, all the time. Learning how to contract with conflict rather than avoiding it is critical.

When conflict is misused, it can root great damage to a relationship, but when handled in a deferential, positive way, conflict provides a chance to strengthen the pledge between two people. By learning these abilities for conflict resolution, you can keep your individual and specialized relationships strong and growing. The truth is that we can use well managed conflict to bring huge benefits to people and corporations. In fact, conflict management is often one of the biggest drivers of variation. God made each of us in his personal image, but he also made us unique. Therefore, some of our views and thoughts will differ from others. Grievances often occur because of a lack of respect for one another's needs and views.

## Conflict in Organisations

The workplace is a site of immense social interaction. Layered onto relationships that may be official, casual, mutual or even friendship-based are hierarchical structures of reporting relationships, administration and consulting. Human relationships go together with the carrying out of work procedures. Conflict is a part of organizational culture and if we take it in an optimistic way, then we will find that it is somehow helpful and beneficial to the organization and human resource of the organization because it brings out the adverse habits and negative qualities of workers and individuals so that we can identify those situations or reasons when it occurs and can prevent these contingencies to appear again.

Workplace conflict comes in various forms. It can be due to misunderstanding, uncontrollable miss communication, anger or frustration as increased absenteeism, lower productivity or sabotage.

### OBJECTIVES OF THE STUDY

1. To study the various aspects of conflict that appears in organization environment.
2. To analyse the impact of conflict on human resource of a firm, its handling for the workforce
3. To discuss the strategies that can be adopted through human relation theory and its implementation for conflict management.

### METHODOLOGY

The research is carried out by using fundamental research technique and judgmental in nature by understand experience, ideas, beliefs and values. It is based on secondary data which is sourced from a review of past researchers, economists, various national and global agencies, journals, articles, books, websites, e-books and other reports.

### LITERATURE REVIEW

Conflict is portion of structural life. Administrators spend almost 20% of their period in the workroom, dealing with battle or its result (Schermerhorn, Hunt, & Osborn, 1998; Thomas & Schmidt, 1976). Conflict is careful to be a “regular process amongst societies and, as such, is an unavoidable aspect of a manager’s job” (Markowich & Farber, 1987: 140). Researchers say that the conflict between managers and labors is particularly essential, because, if managed poorly, it can undermine an organization’s labor relations and productivity (Tjosvold & Chia, 1988). In fact, conflict management styles have been the emphasis of substantial research for eras. Studies have originated that supportive styles of conflict handling, in which more apprehension is shown to others, generally harvest beneficial conclusions in the workplace, whereas uncooperative styles generally produce negative outcomes (e.g., Meyer, 2004; Ohbuchi & Kitanaka, 1991; Rahim & Buntzman, 1989; Weider- Hatfield & Hatfield, 1996). Other lessons show that conflict management style of administrators is related to many outcomes of assistants, such as job pleasure, supervision satisfaction, supervisor subordinate relationships, lasting cooperation, and attitudinal and behavioral obedience (Alexander, 1995; Blake & Mouton, 1964; Follett, 1940; Rahim, 1986; Thomas & Kilmann, 1974; Weider-Hatfield & Hatfield, 1996).

**Table 1- Views of Conflicts**

|                                         |                                                                                                                                                                                                                                                       |
|-----------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Traditional View of Conflict</b>     | The confidence that all conflict is damaging and must be avoided. The causes of conflict might be- <ul style="list-style-type: none"> <li>✓ Poor communication</li> <li>✓ Lack of openness</li> <li>✓ Failure to respond to employee needs</li> </ul> |
| <b>Human Relations View of Conflict</b> | The acceptance that conflict is an ordinary and expected outcome in any group.                                                                                                                                                                        |
| <b>Interactionist View of Conflict</b>  | The faith that conflict is not only an optimistic force in a group, but that it is completely necessary for a group                                                                                                                                   |

|  |                          |
|--|--------------------------|
|  | to achieve efficiencies. |
|--|--------------------------|

**Table 2 - How Should We Resolve Conflict**

|                                 |                                                                                                                                                                                                                                       |
|---------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Understand the conflict         | <ul style="list-style-type: none"> <li>• What are my interests?</li> <li>• What do I really care about this conflict.</li> <li>• What do I want?</li> <li>• What do I need?</li> <li>• What are my concerns, hopes, fears.</li> </ul> |
| Communicate with the opposition | <ul style="list-style-type: none"> <li>• Listen</li> <li>• Let everyone participate in it</li> <li>• Don't react to emotional outbursts</li> <li>• Speak about yourself, not the other party</li> </ul>                               |
| Brainstorm possible resolutions | <ul style="list-style-type: none"> <li>• Work on coming up with as many ideas as possible</li> <li>• Try to maximize your options</li> <li>• Look for a win win solution</li> <li>• Find a way to make easy decisions</li> </ul>      |
| Choose the best resolution      | <ul style="list-style-type: none"> <li>• Find the best alternative and implement it with the consent of all stakeholders</li> </ul>                                                                                                   |

## FINDINGS

The present study finds that the conflict occurs in several means and a correlation exists between HR strategies and conflict management that can be seen below.

### HR Strategies for Conflict Management

Conflict reasons are important aspect of the organization. A conflict is a situation when the interests, needs, goals or values of involved parties affect with one another. A conflict is a common occurrence in the workplace. Different participants may have different primacies; conflicts may occur in team members, subdivisions, projects, organization and client, boss and subordinate, an organization need vs. personal needs. Conflict management and dispute handling policies define the purposes of the firm about what needs to be done and what needs to be changed in the conducts in which the organization copes its relationships with employees. Like all other aspects of HR strategy, conflict management and employee relations strategies will flow from the business strategy but will also aim to support it. Conflict management strategies should be distinguished from employee relations policies. Strategies are dynamic. They provide a sense of the way and give a response to the query 'How are we going to get from here to there?'.

## CONCLUSION

Conflict is universally present. Arguments and differences are a natural part of the life of a human being as well as institutions and organizations. The good thing is that conflict can be tremendously productive for companies and individuals and conflict management abilities can be acquired by resolving and finding a peaceful solution between two or more parties. Conflict management by suing the approach of negotiation will be a good tool for the human resource that is involved in the dispute. The growing shift in the HR role towards strategic partner predicts managerial behaviours aimed at benefiting the organisation over the employees as the norm. The differences may arise for a number of reasons. It is significant for us to clearly understand the reasons to that generates the conflict and identify the strategies to properly handle and it can support people to be more advanced and can create sturdier bonds, build effective teams and advance performance. The key is to openly face a matter and negotiate a win-win outcome. Conflict manifests itself as a change between two or more personnel or groups considered by tension, disagreement, emotion or polarization, where attachment is wrecked or lacking. The most important conflicts – the ones that, when managed well, lead to positive results in teams – are the ones in which people feel personally invested in their positions or are bringing something of themselves as human beings into the interaction.

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