Factor Identifying Employees' Workplace Conflict and Timely Resolution

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ABSTRACT

There are multiple factors which are affecting the performance of employees in which interpersonal conflict becomes a root cause of barriers in flow of organizational operations. Workplace conflict based on the people's ideas, what they are considering important for the organization. This study emphasis towards the necessary changes in behavior of employees at different job position levels. Narrative research analysis proposed the triangulation model that based upon the identification, manage and reflection towards the workplace conflict. This study also highlight that the wrong practices of conflict management bring the challenging situation for the achievement of desires goals. In resultant, workplace conflicts minimize the performance of the individual, as well as leave the negative impact in front of clientele. The results and findings elaborate that the conflicts are continuously attributed as the negative and destructive point among the workers. Workplace conflict can be overwhelmed via focusing towards the non-verbal communication and leadership control.

1. INTRODUCTION

Despite the concept of conflict management raised in the organization from a longer period. The relationship damages among the skilled worker and top management is a normal practice in the well versed organizations. The conflict exist among the employees relationship, thus the communication (verbal/non-verbal) plays a vital role for eliminate the conflicted situation in the organization. There are several research studies on evaluation of conflict among the staff space. According to the De Dreu and Weingart (2003) theory about the conflict directly relate with the negative persuasiveness with the co-workers and team members. When the conflicted situation is raised among the worker on task and relationship measurement, will shows the non-significant

results. Ultimately, conflict fight among the employees will bring the losses for the organizational business. The chance of task based conflict will leads towards the negative outcomes.

1.1 Organizational Conflict

The normal practices of people working in the organization emphasize towards the competitive goals which are set by the managers at work place. Deutsch (1980) description about the goals achievements is based on the individual beliefs and expectations from entire management. A cooperative approach in management who deals with the conflict management can promote the mutual goals and can work for the mutual benefit of team and organizational goals. Human being can be defined with his/her behavior and attitude towards their interaction among the people. The individual's engagements with the assigned work and coordination with the co-workers is noticed by the management to identify the conflict factor between the employees. The descriptive analysis of Thomas (1976) responds to interpersonal conflict, which bring the instability in workplace operation and create the barriers for the organizational desired goals. Instinctively, the task conflict is deal in sense of top management for the sake of compensation and show off their power at top level position in the organization. Reluctant behavior of executives create the turbulence situation for the organizational decision, since it is a natural instinct but centralization approach by top management will be the cause of failure. A strong practice of conflict evaluation of stress at workplace is evaluated by (Fritz 1999:213) that "great organizations create systems that constantly align their people with their true caring about what the organization is trying to accomplish and how that connects to the members".

2. THEORETICAL FRAMEWORK

Workplace conflict based on the people ideas, what they are considering important for the organization. In this situation, conflict can be productive or un-productive which will suggest the un-necessary changes in organizational operation. Perkins (2003:155) theory focuses towards the collaboration of employees on a single point and act upon positive contribution for building a trust worthy environment. "True collaboration occurs when people strive together toward the same outcome in ways that directly share the work, thinking and responsibility. Proper conflict handling towards a good conflict experiences by single side action. When a party or a firm or a person acts, a conflicting process having dynamicity to become by which lately conflicting parties viciously involved in a cycle of actions and reactions (Thomas 1992).

In this situation, the effective and integrative conflict management and conflict resolution would be very beneficial for the conflicting parties. The information sharing, mutual cooperation, joint venture planning and cooperating management strategies towards the possible solutions of the conflict is very beneficial for both conflicting parties by optimistic negotiating environment. In organizational practices, even the negotiation is profitable for both parties, the common impression showing the defense and promotion of personal interest. Behavioural understandings are very rare in the situation and frequently parties using direct arguments to their own advantage by demanding a large share and other threats (Lewicki and Litterer 1985). These observations pointed out towards a controversial statement that how there is a competitive climate build up with their behaviours. To build the cooperative environment and trust between the various stakeholders, the organization plays a significant role.

2.1 Indicators for Workplace Conflict

The capital generated by stakeholders, joins their hands to work through the knowledge and learning. This act of stakeholders is not astonishing, as the much of the research work's focal point is the particular attributes of stakeholders capital. This manner the actual value easily be mined and it will generously add the value and give a standing point to organizations. The relationship conflict comes from the emotional instability and lack of affection among the workers; it includes anxiety, tension, and annoyance among the team members for the specific task. The wrong practices of conflict management bring the challenging situation for the achievement of desires goals. In resultant, workplace conflicts minimize the performance of the individual, as well as leave the negative impact in front of clientele. It is noted that the conflicts are continuously attributed as the negative and destructive point of view and the researcher did not pay attention towards its positive and significant visions. It is widely spread idea that the conflicts grows itself without picking by human beings. How to manage conflicts that affects the positive outcomes for the organizations? The common practices likely run around the choices of the ones which lead towards the avoidance of conflicts, discouraging people's skills to practice and manage their conflicts vibrantly with their responsible behaviours (Tjosvold 2006). An example amazingly describes to many scholars and professionals that enhancement of popular issues and teamwork in organizational management the conflict has a little significations. Despite the issues, such as decision-making, exchange of coordination, support and others, the conflict management is likely to be a subset of these studies. It is incredible idea that conflict management is in the basics to construct and structure effective team at the rationale stage.

2.2 Proactive Approach towards Conflict Resolution

Negotiation skills and conflict resolution practices play a vital role to team work. It is recently observed via leadership researches that the quality relationships are valuable. But it is minor considerable that these valuable relationship are because of management with cooperative negotiation, which is the key role to develop the relationships. People's behavior commonly towards making choices and fight for conflicts that may or may not rise and noticeable because conflict does not rise itself. People can practice to manage conflict by identifying their choices and responsibility and consider the conflicts as independent actions that struggle for their goals.

2.3 Conflict Resolution via Leadership Control

Power at workplace plays a significant role for resolving the conflict among the workers. There are several techniques to be considered for tackling the challenging and conflict situation via avoidance and negotiation among the parties. Management always prefers to take initiates for resolving the matter and control the environment. There are several factors which leave the negative impact on the organizational business, thus, the conflict resolution is a difficult task for the management to resolve it at the spot. For this specific purpose organization need to place a strong leadership with its distinguished personality traits and power. Conflict can generate the positive results for the business perspective of the organization, if demotivated employees take it seriously in a positive manner. Managing skill of the manager can work for the employees to convert it into the positive scenario. Conflict management skill leads to engage the people for the betterment of the organization as well as build a culture in which employees will prefer to work more. To some extent authority and power works for the conflict resolution, thus, this approach will rely on the pressure put on the both parties those who are involved in conflict. Employees'

conflict leaves negative effective on the organization productivity, if conflict rise from its boundaries and control capacity of the management. However, outcomes of conflict are predicted, but management cannot encode the results of workplace conflict. The appropriate way to handle the conflict is to provide the learning session from the experts and involvement of the management can minimize the conflict among the team members. Although, delivering the training session on conflict management is essential to bring positivity in the environment and focus towards the task oriented teams. To some extent, developed organization focuses towards the system for proper alignment of their employees with caring attitude by the managers. The focus of Fritz (1999:212) focusing is "Without a higher order organizing principle, an organization will self-organize into various structural conflicts as various groups try to do a good job. While conducting the study of organizational conflict, s/he clearly focused towards resolving the conflict in the organization as well as understands the concept of structural conflict within the management and workers.

2.4 Effective Ways to Eliminate Workplace Conflict

Conflict resolving technique can work effectively; when organization pay worthy attention towards construct a plan for building a strong relationship among the employees. The relationship between the employee and the organization is responsible for constructing a peaceful environment. Sometimes, unfeasible condition leads towards the conflict which leaves negative direct effect on the individual's performance. The power of management bodies takes instant decision and action for resolving the conflict. Human resource management and departments, for example hiring, evaluation, training, compensation and rewards, are considers as the management head in many organizations (Storey 1992).

The focused area of this department is to deal with different organizational employees, stakeholders, subordinates and supervisors of the organization, who regularly deviating issues, perception, goals and objectives. In this regard the major responsibilities to this department includes the management of organizational conflicts, in a positive, productive and constructive manner that minimizes the damages and destruction and exploits the organizational benefits leadings towards the psychological understandings between such stakeholders, management positions, organizational employees and subordinates of the firm. These participants of conflict management acquired noteworthy effect and impact with the way of the execution of human resource practices and conflict resolution schemes.

2.5 Interpersonal Conflict Management

Interpersonal conflicts management is a vital focus of the human resource management. By handling and managing these conflicts gives the long lasting effects on the organizational productivity and honesty and sincerity with the organizational well-beings from such organizational participants (Yukl and Tracey 1992). Researchers give focus to the human resource management to explain the unbalanced power structure and its impact and use in conflict interactions among organizational participants of conflict. "Conflict management skill leads to engage the people for the betterment of the organization". It is analyzed that the participants have expectations about their power and organization hierarchical roles from their superiors and subordinates (Orford 1986). It is likely observed that the superiors authority and subordinate obedience in this side.

The reason behind this disparity is only the role expectations and their organizational power (Gioia et al. 1989). The former researches of conflict management deliberate different types of conflicts among the participants in organizational behaviour such as task conflict and relationship conflicts (Jehn 1995; Amason 1996). Task conflicts are described and explained in the way that the higher discrepancy and disagreement level among the organizational employees. Further arguments regarding the task conflicts elaborates that this type of conflict has the positive impact on the quality of organizational decisions, participants understandings and ethical commitments with the organizational goals and objectives with respect to the task issues have the involvement of differed ideas, diverse opinions and varied viewpoints (Amason, 1996; Parayitam and Dooley 2007). Participants bring a variety of thoughts and opinions regarding the organizational decision and the discussion on these ideas resulting with the combination and contribution of diverse perspectives (Ancona and Caldwell, 1992; Milliken and Martins 1996).

2.6 Employees' Relationship moves towards Emotional Conflict

The relationship conflicts, also called as emotional conflict. It includes participants' perception and interpersonal incompatibility which creates the irritation, annoyance, tension an animosity with the distinctive involvement of these practices among the team members. In the whole, negative impact of relationship conflicts has been researched, analyzing that this type of conflicts can badly impacted on the decision quality, team management and organizational and ethical commitment and sincerity (Amason, 1996; Jehn and Mannix 2001).

2.7 Relation of Job Position and Conflict

The hierarchical role of the participant has importance in conflict management strategies with the successful results of the conflict resolution between managers and superiors. The results supported the role of management and the use of adequacy and supremacy to conflict resolution among the participants are positive impacts on the organizational goals and objectives. It also highlights the functions of managers in conflict management towards their superiors and subordinates, that how to behave with their hierarchical patterns and specified roles and powers having in their organizational model. It is obvious that the interactional styles of managers with other participants are very important for the HRM Practices towards the organizational productivity and growth and also beneficial for the organizational participants.

Resistance in negotiation can create the turbulence situation for the organization, which create the barriers for the running business. Analyzing the work scenario on regular bases can bring the change in the organization. Due to lack of management control, the gap will occur among the employees and the management staff. The critical situation can be raised on the basis of confusion and misunderstandings in the organization. A reputed organizations pay attention towards building the employee relation and strong co-ordination will pursue the business stability and sustainable growth on the bases of motivated employees. There are several reasons for generating the cause of conflict at workplace.

3. NARRATIVE RESEARCH ANALYSIS

Workplace conflict can raise on the basis of people, the differentiation in core values, while conflict can be raised form the several assumption which made by the people at their workplace. The knowledge, skills and ability of an individual also become the cause of conflict. The justified

reason of the conflict at workplace is communication technique which is not feasible according to the environment. Lack of managing tone during the communication and wrong assumption made by the co-workers can raise the conflict at workplace. Whilst, work place issues can be the rezones, manager respond to their subordinates creates the disturbance in the organizational environment.

3.1 Managing Employees' Workplace Conflict

The observational studies regarding the conflict explored that the conflicts have different behaviours. Some have negative behaviours, which causing the lesser organizational productivity, while the other conflicts having positive effect on organizational behaviours leads to the more productive management. Some research studies evaluate these conflicts in social capital point of view and describe that the definite types of conflicts proposing hindrances in social capital perspective, while the other forms of conflicts presenting to building the social capital. By using different types of conflict resolution techniques and processes directly affects the level of conflicts in organizational behaviour and encourage the positive conflicts as an accumulation of social capital, by maintaining the moderation level of conflict management relationship between conflict and social capital. A thorough examination required to analyze the effects of conflicts on organizational behaviour and productivity.
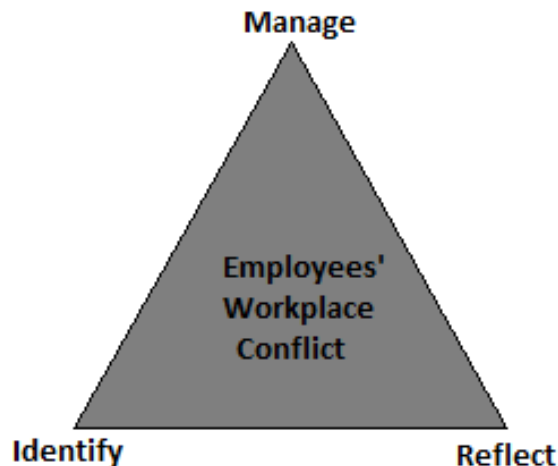
The ultimate results generate workplace conflict in frame of time wastage and less efficient worker and non-serious attitude become the reason of business loss. Meanwhile, employee's de-motivation will lead towards the long term business losses. The dynamic interaction of negotiators involving the behavioural aspects of negotiation by which the conflicting parties exchange their point of views and make effort to accept the negotiable measures and resolving the problematic situation with an agreed decision.

3.1 Negotiation Skills Minimize Workplace Conflict

Regarding the negotiation as a key technique to minimize and resolute the conflicts. Lewicki et al. (2003) explores that the negotiation often used only to create alternate ways if both the conflicting parties do on their own perceptions or the other option is to decide a dispute and problem between both parties. Negotiation can be defined as the generation of social capital towards the negotiation process. Some negotiators have different effective behaviours which make them better than other negotiators (Bazerman et al. 2001). Research observed that these behaviours focusing the different conflict management styles (Kirkbride et al. 1991; Ma 2006) and "The knowledge, skills and ability of an individual also become the cause of conflict."

The secure way is to deal with the employee relationship conflict resolved by the supervisor and the managers via communication with both parties. Organizational success depends on the multiple resources in which social capital have their own significance. Conflict resolving technique plays a significant role to remove the biasness among the employees instantly, and keep maintaining the focus of employees towards their job performance. The conceptual thought behind the conflict resolution via negotiation is to maintain the decorum in the organization which gives positive impression to client (Carnevale and Pruitt, 1992; Wall and Blum 1991).

3.2 Discussion and Findings

The logical findings directly fit in the conflict management system which tailored the steps and techniques for several types of conflict, as well as remove the conflicted situation at each level of organization. Most organizations give preference to an individual who have strong interpersonal skills, which is helpful for constructing the peaceful environment in the organization. The normal practices among the worker while having interpersonal skills give value to knowledge sharing, cooperation and together resolve the organizational problem. The disagreement condition comes under the natural phenomena during the part of work, which has negative and positive influence towards the individual performance as well as organization. The straight link between the work place conflict and negotiation refers towards the conversation where the conflict raise and both parties jointly work for the conflict resolution. Effective way to resolve the confusion in the mind of employees can be possible via sharing their disputes and accept the mutual solutions for achieving the stated goals in organization. Each individual is aware about the conflict and shows his/her interest to resolve the uncertain condition from workplace. Although dealing with conflict is not the responsibility of each employee but it affects the whole environment where the communication is possible. Great organization work on systems and each system is attached with employee for measuring his/her performance as an individual participation and in group. These systems also contribute towards understanding the level of conflict among the worker and among the departments of each organization.

4. CONCLUSION

Words reflect their own meaning and expression depends on the thoughts which shows the attitude and behavior of a particular person who are associated with the conflicted situation. The management focuses towards building the strong relationship among the workers which depends on the mutual understanding and management control. The idea sharing and mutual gathering can overcome the challenges it provides the support for building social capital in the organization. The best practice are to deal with the conflict based challenging situation is offering time to time the

training session in the organization with time to time and practice the techniques which help full for the evaluation of level of conflict among the worker and what will be the possible scenario for timely resolve of conflict among the worker.

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