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Written report

## Executive summary

Workplace conflict is linked to poor performance and negative attitudes. Conflicting situations encountered by employees is infecting the entire organization and the company's bottom line. It is further linked to low productivity and efficiency. Human Resource Department faces challenges of addressing the issues because employees are not working inappropriate manner that undermines the quality of service. Conflicting situations causes unnecessary delays in performance of a task that causes dissatisfaction and leaves a negative impression. Employees are human capital so their engagement in disputes is challenging for the organizations that require resolution. The common causes of workplace conflict include poor management style, ineffective leadership, lack of coordination, unfair practices and stressful situations. Human Resource Department has a direct role in formulating policies and devising ways for handling such conflicts. The employees are treated in a fair manner that means that the manager will adopt an unbiased attitude. By eliminating the discriminatory role of the leader the organization can eliminate conflicting situations.

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## Introduction

Employees are unable to overcome adversity at the workplace due to conflicting situations. Workplace conflict discourages them from adopting the right attitude for overcoming the challenges. In such situations, employees don't have intrinsic value so they are not willing to accept challenges. Conflicts arise usually when employees engage in disputes and quarrels that promote negative attitudes. HR is responsible for taking actions to resolve workplace conflicts. This is due to the lack of energy and enthusiasm that prevents them from thinking about different solutions and handling the situation. Such attitudes from employees are problematic for the organization because it is linked to its overall performance. Motivation is crucial for employees who are responsible for initiating a direct process. Mental and behavioural territories are the central factors behind motivation. Psychology of employees rely on thee elements for defining motivation that include activation, persistence, and intensity. Activation is the primary phase required for attaining a goal. This can also be viewed as a phase in which an individual prepares himself for the task. Persistence is the second element that reflects one’s efforts for working towards a goal. One manages to put all efforts and avoid distractions for the attainment of a target. Intensity is the third crucial element that refers to one's ability to stick to the goal. Motivation is a desire that provides energy and directs behaviour required for the completion of a certain task (Chiaburu, 2010).

## Causes of workplace conflict

Workplace conflicts vary at smaller to larger levels. Analysis of the problem provides better insights into the reasons behind workplace conflicts and the role of HR. The analysis of the problem leads to the identification of reasons that include; Stressful work environment is the result of unclear policies of HR. The employees are more likely to experience workplace conflicts when they find workplace stressful. In such conditions, they fail to concentrate on their tasks that caused inefficiency and delay in delivery of a service. Overburden is another reason that creates stress for the employee and causes low motivation. Stressful work conditions promote negative attitudes such as anger. The employees who are more stressed face difficulty to control their anger and are more likely to start a dispute (Gramberg, Teicher, Bamber, & Cooper, 2017).

This is another significant cause of workplace conflict is the result of poor leadership skills. Manager's inability to supervising the employees and identifying issues faced by them reflects poor management. When employees feel that their feedbacks are of no importance for the managers of the organization they develop feelings of dissatisfaction. The poor leadership structure is also responsible for the workplace conflicts because it indicates that the organization is lacking a hierarchy or a direct reporting system that could inform the leadership about the issues of employees (Longe, 2015).

The autocratic system or inappropriate use of authority also promote conflicting situations. Such a system does not recognize the work of employees and often leads to unfair situations. It is also against creativity and discourages the employee from sharing ideas (Ali, 2012). When employees are restrained for sharing creative ideas it has adverse impacts on them and it often leads to a conflicting situation. Lack of coordination between manager/ leader and employees also leads to conflicting situations. This is due to the fact that the manager has developed a positive relationship with employees. it restricts them from sharing problems or workplace issues with the leader. Absence of coordination also causes a delay in response from the leader that often intensifies the situation. This also limits the manager's ability to implementing workplace laws and assuring that the employees are complying with the workplace conditions (Gramberg, Teicher, Bamber, & Cooper, 2017).

Absence of adequate communication between the leader and employees also lead to workplace conflict. This also causes a delay in information sharing about the employees’ performance and concerns. The manager is unable to respond to the problem because the issue is not communicated. Poor communications are due to the gap between the upper and lower levels of management. The manager is not concerned about the feelings or work attitude that promotes negative attitudes and open disputes (Gramberg, Teicher, Bamber, & Cooper, 2017).

The discriminatory attitude of the manager towards employees promote conflicting situations. This is common in organizations that involve diverse culture. In such organizations, the manager has discriminate employees on the basis of their race, ethnicities or religion. Such situations are more vulnerable for the employees that belong to a different culture but undermine the stability of the organization. This also reflects the role of biased attitude from the manager/ leader. The biased judgment creates trust deficiency among employees and they are less likely to share their concerns with the manager. This threatens the neutrality of work (Ali, 2012). Discriminatory attitudes reflect poor leadership role because the manager fails to take a fair role and resolve disputes at an immediate basis.

Cultural, social and personal differences among employees also create conflicting situations in the organization. HR failing to define policies for cultural differences encourage employees to engage in disputes. In such situations, the employees are unwilling to respect others due to differences in religion, race, ethnicities and colour. Such situations are difficult to manage when employees are unclear about the regulations and laws. This is due to the incompetency of HR to design appropriate work ethics to explain the laws to the employees. Conflicts based on personal differences are more harmful because they affect the personalities and attitudes of the workers. These attitudes have adverse implications on the productivity and quality of work. Conflicts also arise when the leader fails to respect employees due to personal differences (Gramberg, Teicher, Bamber, & Cooper, 2017).

Workplace conflict is a serious problem encountered by the Human Resource Department that will undermine the firm's employee’s competency of fulfilling organizational goals. Low-performance is a dominant outcome of a conflict that devalues the quality of work and threatens the safety of workers. The problem will have adverse implications such as the organization will be unable to meet its objectives or goals. Employees are not willing to devote additional time or efforts for the completion of the task. The qualitative effect of low motivation can be witnessed in the form of low productivity. Increased rates of absenteeism, unplanned absence of employees and chronic lateness are possible outcomes of the problem. Lack of motivation causes employees to spend more time at work to attending personal issues or socialization that also contributes to decreased productivity (Cushion, Armour, & Jones, 2006).

## Solutions for resolving conflicts

The selection of the best solutions depends on the needs of employees. This process will require HRM to identify the issues faced by employees and the reasons for workplace conflicts. The overall analysis of the situation depicts that the best solution includes a set of possible options that leads to elimination of conflicting situations and improved productivity. The best solution stresses on adopting multiple strategies that lead to the creation of conflict-free workplace (Longe, 2015).

Providing a better work culture will encourage employees to adopt positive behaviour and they will avoid conflicts. Allowing employees to set their career goals will encourage them to work more efficiently and overcome conflicting situations. This is an effective strategy that prevents them from wasting time and enhances productivity.

The possible solution for overcoming conflicting situations is to eliminate conditions of stress from the workplace. By dividing work in a fair manner the organization and the manager would be able to remove conditions that create anxiety. This also suggests preventing employees from overwork or excessive burden that undermines their efficiency (Ali, 2012). The employees are treated in a fair manner that means that the manager will adopt an unbiased attitude. By eliminating the discriminatory role of the leader the organization can eliminate conflicting situations. This requires giving respect to all employees irrespective of their culture, religion, race and ethnicities.

HR can implement policies and rules for a code of conduct that will familiarize employees with their responsibilities such as avoiding disputes. Strict punishments like termination or penalties for disrespecting or making derogatory comments on personal differences will also discourage employees from entering into disputes. This required the adoption of clear communication channels. Building direct interaction between the manager and the employees is crucial for transmitting complete and accurate knowledge (Gramberg, Teicher, Bamber, & Cooper, 2017).

By acknowledging work the organization could eliminate workplace conflicts arising among employees. This will involve a reward strategy and appreciating the work of employees. Adding value for the employees who perform better will enhance their productivity and discourage them from entering in dispute. By giving rewards the firm will promote the ideology that better performers are more valued and appreciated. This will encourage other employees to do good for attaining the same rewards and appreciation.

Creating a positive workplace environment is another factor for conflict management. Such an environment will eliminate conflicting or negative situations. The pleasant work environment also reflects eliminating conditions that created distractions for the employees. Another possible solution for overcoming conflicting situations is by offering opportunities for self-development. This activates their biological drive for overcoming challenges and maintaining a positive attitude. This process also demands to offer training and opportunities for building the required skills set (Klein, 2009).

## Conclusion

The solutions for overcoming the issues of conflict involve improving management and governance. This requires choosing a competent and intelligent manager who possess the qualities of a leader. The manager will supervise the workplace and identify issues that undermine the performance of workers. He will act to resolve the issues and provide guidance to the employees. The manager is also responsible for resolving the conflicting situations that cause waste of time and efforts.

Offering an environment of knowledge sharing and creativity also assist employees in managing conflicting situations (Chiaburu, 2010). This also involves providing them with training and learning opportunities that are crucial for the development of adequate skills set. Another solution is removing the situations of stress. By creating a positive work environment the employees will be less stressed. The supportive environment is offered by encouraging employees to work with unity. The firm will ensure that no worker is overworked. This can be attained by setting standard work hours. No worker will be forced to work beyond the standard hours. By recognizing the work of employees and taking feedbacks the manager would be able to resolve conflicts. This will promote positive feeling among employees and they will be encouraged to perform better in the future. This is an effective strategy that makes employees feel that they are part of the organization and they recognize their worth.

## Recommendations

* The primary step for identifying the solutions is by recognizing the areas of concerns. This will require taking feedbacks from the employees and finding the issues that undermine their performance. The process of implementing solutions require management support for change.
* The supporting system will allow employees to develop a comfort level and understand their responsibilities. The changes will be communicated with the staff and employees in an effective manner. The case for change is created that involves customer satisfaction survey, employee satisfaction and information on business goals (Chiaburu, 2010).
* Employee involvement is crucial for the process of implementing solutions. By engaging them the organization would be able to use employee experience for identifying the implications of the change process.
* Communicating change remains one of the challenging tasks because the manager will have to provide information about the selected solutions. Employees will be offered training before methods of evaluation are installed.

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