AN APPROACH TO STUDY THE EFFECTIVENESS OF CONFLICTS RESOLUTION POLICY OF HR REDRESSAL COMMITTEE

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Abstract

Occurrence of conflict in organization can be very damaging and hinder the work with undesirable work engrossment twisted into grounds of an interpersonal criticism. Therefore, a conflict state of affairs prerequisite to be fingered efficiently and resolute for a constructive work atmosphere. A conflict steadfastness is the subject of a complaint expanse by an employee to be resolved by procedures provided in the organizations. In the present study an effort has been made to recognize the importance of Redressal Committee in grievance management tactics of complaints and its impact on job satisfaction. **Methodology:** A survey questionnaire was created for the investigation's purposes in order to determine whether employees are impacted by unfavorable thoughts at work. Additionally, the necessity of intervention programmes to lessen the detrimental effects on job performance was brought to the attention of the employers. The survey was done with 100 workers in corporate house. **Results:** The findings of the study reveal that employees are satisfactory with most of welfare, medical, safety facility provided by the company. The organization is recognizing the importance of Redressal Committee in satisfying the employees and relating them through positive work culture by resolving the conflicts in common place of life.

Keywords: Conflict, Grievance, Conflict resolution, Conflict Mechanism, Constructive Conflict.

INTRODUCTION

It is very difficult to imagine an organization without conflicts, conflicts are unavoidable but conflicts can be resolute and resolve with constructive consequences. Contrary to which a conflict can become destructive at the work environment (Jaffar et al., 2011) with emotional disturbance, power politics, organizational competing with fights and arguments s (Thomas, 1992), h (Pondy, 1967). The resolution of the conflict needs to achieved and its effectiveness of resolution depends on how conflict is being managed. If the conflict resolution is not optimal then it can be optimized with preparations of holistic approach.

Since understanding the relationships among workplace conflict manifestations is essential for effective dispute settlement, industries have different types of voice mechanisms in the relationship between grievances and non-strike industrial operations. The current study demonstrates that when a voice is heard and complaints are filed, it makes employees satisfied and encourages them to file complaints in order to have a positive impact on their work

environment. Through the filing and resolution of grievances, we were able to demonstrate that industrial activity without strikes is positively associated (Noh and Hebdon, 2022).

Additionally, the stressful events of life were multiplied by the competitive nature of the work environment. The individuals in that condition lost their capacity to operate rationally. If issues are addressed and then revisited by the people, the outcomes are favourable for maintaining a positive work environment. A serious conflict resolution strategy involves prepared activities and planning in accordance with the cultural norms and expectations at work. Corporations cannot treat the employees differently based on their caste, creed, colour, gender, or race. Thus, according studies, the likelihood of disputes in organisations is also related to the homogeneity or heterogeneity of the structure. Conflicts based on cultural or ethical issues are less likely to occur in workplaces with homogeneous employee populations (Vajpayee, 2017). In a conflict, the issues at concern should be prioritised over the concerned parties (Khanzadi et al., 2017). Regardless of the network's heterogeneity, networks that interacted with the boundary objects in particular ways were able to identify and resolve conflicts more quickly (Iorio and Taylor, 2014).

An organised step-by-step process for identifying and resolving the problems should be used in any approach to conflict resolution. Iorio and Taylor (2014) state that there are five main processes involved in conflict resolution: 1) identifying the issue, 2) analysing its causes and resolving them, 3) putting the solution into practise, 4) implementing the policy into practise, and 5) analysing the process feedback. Resolving conflicts is dependent on past experiences, emotions, thoughts, and behaviour patterns. Iorio and Taylor (2014) created a framework to comprehend conflict by viewing it as a process, researching failures that occur throughout the conflict management process, and finding instances where conflict is successfully mediated. Different patterns of interaction between border objects and distributed projects have been demonstrated to shorten conflict span.

LITERATURE REVIEW

Causes of Conflict

Conflict arises when people have divergent perceptions, opinions, or beliefs. Conflict typically arises when people have opposing aims, ideas, or feelings, which leads to conflicts and antagonism. Conflicts are "a process in which one party thinks that its interests are being contested or negatively harmed by another party (Wall and Callister, 1995). Conflict, according to Ahmed (2007), is defined as "perceived difference between two or more parties leading to mutual opposition." Project performance may be negatively impacted by conflict involving both the project team and outside entities. Interface conflicts that result from conflicting demands from various project stakeholders are common for project managers. The attitudes of each group toward a project will typically differ, and these disparities will lead to interface conflicts (Awakul and Ogunlana, 2002). The project manager leads the project team to success by inspiring everyone engaged to complete the project on schedule, within budget, with high-quality work, and to the client's pleasure. Hoffer et al. (2002) claim that the project manager uses the necessary leadership, management, stakeholder interaction, and conflict management

style abilities to accomplish project goals by inspiring the team to resolve disputes throughout the project life cycle. Project managers ought to concentrate on using effective, constructive conflict management techniques. In order to maintain harmony within the organisation, Lee (2008) proposed that conflict is a natural aspect of human reciprocal action. As such, project managers must use a variety of conflict management techniques. The five most typical ways of handling conflict were identified by Rahim and Bonoma (1979) as confronting, dominating, compromising, accommodating, and avoiding. As a situation that allows conflict to be resolved between two parties that results in a win-win situation, confronting conflict management style in project management was examined by Khanaki and Hassanzadeh (2010) and Kuhn and Poole (2000). According to Thammavijitdej (2000), confrontation has proven to be the most effective conflict management technique because it promotes candour and a clear synthesis of information from one side to the next. Compromise is viewed as a give-and-take process. According to Lee K. L. (2008) and Verma V. K. (1998), compromise entails striking a deal to settle an ongoing dispute that is acceptable to both parties while always striving for unambiguous resolution. When there is a deadlock, not enough time, a need to keep the connection is important, and there is no acceptable time, or when both parties stand to gain and lose, it is a useful strategy to adopt. Allowing for everyone's perspective and combining it leads to. According to Thammavijitdej (2000), the end outcome is a win-win situation for all parties involved. Prieto-Remón et al. As it is a sign of asserting one's thought over others and creates a lose-lose situation, forcing conflict management style is a condition of great concern for oneself and little concern for others. As a result, forcing to win at the expense of other is encouraged (Cheung, C., 1999; Friedman R.A. et al., 2000; Rahim M. A. 2002). The project will suffer as a consequence of the project manager using this strategy becoming an authoritarian or a dictator. Conflict avoidance is the circumstance in which people overlook conflict and seek it out elsewhere. Conflict avoidance, according to Zikmann (1992), is a passive reaction to conflict in which the needs of both parties are disregarded. The most effective project conflict management approaches are now being ranked in order to examine the effects of a project manager's conflict management styles on the project team's motivation (Mumuni, 2013). According to the ranking orders, the confronting conflict management method is the most crucial of the five, followed by accommodating and compromise, while forcing and avoiding, came in last and fifth, respectively. Conflict length has been shown to be reduced by various patterns of interaction between boundary objects and distributed project. Networks that interacted with the boundary objects in specific ways were capable of recognizing and resolve conflicts more quickly, regardless of the heterogeneity of the network. An internal or external change, a cause or effect of communication, emotions, values, organisation structure, workgroup diversity, or a personal experience may all be potential conflict-triggers, according to researchers (Desivilya and Yagil, 2005). The links between culture, power, personality, and conflict resolution strategies were examined (Kaushal et al, 2006). They provide a summary of the potential relationships between cultural and personality factors as well as approaches of conflict resolution in their research. Further researching cultural differences in conflict management techniques in the context of same-sex friendships, opposite-sex friendships, and romantic relationships is done by Cingöz-Ulu and Lalonde (2007). The findings revealed that same-sex friendships fell in between opposite-sex

friendships and personal relationships in terms of the extent to which conflict management techniques were used. When tension makes it difficult for a relationship to continue, Vaaland (2004), Billows (2006), and Hodgson (2011) showed how collaboration between clients and large contractors can be improved. Relationship struggle is condensed through the identification of conflict actions and the study of differences in both parties' observations. Accordingly, there are significant aspects to take into account while identifying and ranking crucial success factors for conflict management (Lam and Chin, 2005): Further researching cultural differences in conflict management techniques in the context of same-sex friendships, opposite-sex friendships, and romantic relationships is done by Cingöz-Ulu and Lalonde (2007). The findings revealed that same-sex friendships fell in between opposite-sex friendships and personal relationships in terms of the extent to which conflict management techniques were used. Other authors have addressed the value and significance of conflict for the project, demonstrating the multi-faceted nature of conflict (Gardiner and Simmons, 1998; Mahalingam and Lewit, 2007) analysing the impact of conflicts (positive or negative) on the project team (and on the project's performance) based on conflict sources, and proposing specific conflict resolution techniques for each scenario. They claim that disagreement can boost performance and organisational cohesion, inspire innovation and creativity, improve communication and foster change. Contrarily, confrontation can heighten anxiety, reduce job satisfaction and morale, and eventually result in project failure. Conflict management has been identified as a critical skill for project managers, as the literature review has shown. However, none of the papers under analysis have examined the relationship between the source of a conflict and the primary conflict management strategy used by practitioners, in this case, a sample of engineering students whose responses are compared to those of a control group of senior project managers.

Rationale of the Study

If employee needs are not addressed in a conflictual situation, then organisational goals are not optimised because of disagreements in thinking or opinion and it result in disappointment, unhappiness and many times as a job turnover. The management faces a challenging task in retaining the motivation and happiness of all of the workers. As a result, putting emphasis on conflict resolution and raising awareness to diffuse tense situations are crucial. Therefore, giving importance to resolving conflict and creating awareness to lower down the conflicting situation is importance. The purpose of the study is to determine the level of employee awareness of the conflict identification and resolution strategies. The study has primarily focussed to know the efficiency of HR policies of identifying the conflict and then to focus on the resolution strategies. Hence, the research was created to ensure that conflicts are resolved in the workplace, to improve the ethical, morale, and interpersonal integrity of the employees, and to assess their understanding about the policy and its ramifications. The goal of the current study was to learn more about the function and significance of the grievance committee in situations involving employee conflict resolution and the promotion of a positive workplace culture.

OBJECTIVES OF THE STUDY

- To determine whether the staff members are aware of the process for managing conflicts.
- To determine whether the mechanism for addressing conflicts results in generating a favourable attitude toward the management.
- To recognise that the management and employee understanding that results from the dispute resolution handling system.
- To determine the elements affecting the organization's ability to handle conflicts effectively.

RESEARCH METHODOLOGY

In this study, descriptive research design is the method of choice to address an ongoing issue in conflict resolution. There are 308 people in the population of this study, which includes individuals, groups, etc. The study's purpose must be met by the sample, which must consist of 100 conflict resolution cases. The sampling frame is a list of the sampling units from which the sample is taken. The sampling units are the respondents who will be requested to complete the questionnaires. The sample unit is only comprised of personnel from a corporate house at Bharuch in Surat Gujarat. The sample consisted of 100 persons. This research made use of convenience sampling.

Data collection method

Data was collected using Questionnaire. A questionnaire consists of a number of questions involving both specific and general question related to the study topic.

- **Primary Data:**

    Primary data are fresh data collected through survey from the employee's using questionnaire.

Initial Awareness response of employees about the policy of conflict resolution by the redressal committee of company under the HR policy.

Table -1 Initial Stage

Particulars	Yes	No	Total
Awareness about committee	18	72	100
Awareness about committee members	24	76	100
Awareness about monthly committee meeting	42	58	100
Average	26	76%	-
Percentage	26%	76%	-

Awareness response of employees about the policy of conflict resolution by the redressal committee of company under the HR policy after 3 months of Redressal Committee

Table- 2

Particulars	Yes	No	Total
Awareness about committee	74	26	100
Awareness about committee members	74	26	100
Awareness about monthly committee meeting	74	26	100
Average	74	26	-
Percentage	74%	26%	-
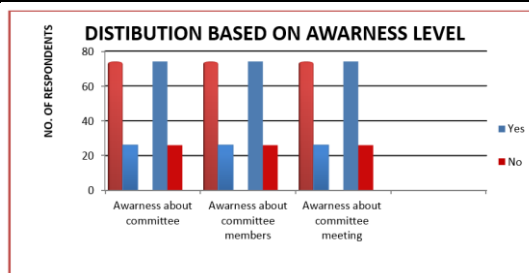
Distribution of respondents towards identification of real basis of employee conflict resolution

Table- 3

Identification of real basis of problem	No. of respondents	Percentage
Strongly Agree	45	45%
Agree	28	28%
Neutral	17	17%
Disagree	10	10%
Strongly Disagree	2	0%
Total	100	100%

Distribution of respondents based on conflict resolution redressal committee member's active involvement in resolving problem

Table- 4

Active involvement	No. of Respondents	Percentage
Yes	68	68%
No	32	32%
Total	100	100%

Distribution of respondents with respect to the statement 'conflict resolving is an important function for the smooth functioning of an organization'
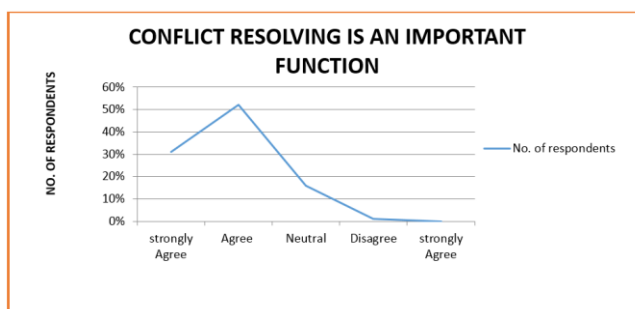
Table- 5

Conflict resolving is important	No. of respondents	Percentage
Strongly Agree	31	31%
Agree	52	52%
Neutral	16	16%
Disagree	1	1%
Strongly Disagree	0	0%
Total	100	100%

Inference

The percentage analysis represent that 13 % employees gives strong recommendation to conflict resolution, among the other 52 % denotes their agreeableness to resolving the conflicts. Yet 16 From the above table it is inferred that 31% strongly agree that conflict resolving is an important function for the smooth functioning of an organization, 52% of the respondents agrees, 16% stands neutral, 1% disagrees with the statement.

Chart -1

Distribution of respondents regarding whom they redress for conflict resolution

Table-6

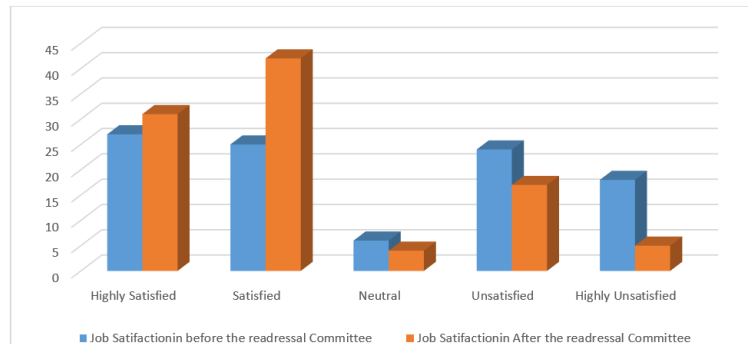| Person	No. Of respondents	Percentage
Personal officer (HRD)	65	65%
Supervisor	35	35%
Total	100	100%

Inference:

From the above table it is inferred that 65%of the respondents communicate their conflict resolution to the personal officer and 35% of the respondents communicate to their supervisor.

Level of Job Satisfaction among Employees from the First stage to next level of Redressal Committee

Table-7

Level of Job Satisfaction	Job Satisfaction before the Redressal Committee	Job Satisfaction After the Redressal Committee
Highly Satisfied	27	31
Satisfied	25	42
Neutral	6	4
Unsatisfied	24	17
Highly Unsatisfied	18	5

Chart-2

FINDINGS OF THE RESEARCH

The study's research indicates that employees are aware of the grievance procedures and start reporting to their management and personal officer. Employers can approach the resolution of their problem with confidence as a result. They are aware that they shouldn't work through conflicts, and the employees are looking for a solution as well. The implementation of HR policy has improved the level of job satisfaction among the employee, which shows a crucial need of redressal committee as no employee wants to work with conflicts in workplace. Findings are showing the significance of the psychosocial work environment and the connections between job satisfactions, conflict resolution.

Ensuring Happiness of the Employees

The happiness of employees is becoming a priority for businesses, as dissatisfied workers are more likely to perform poorly, be less involved in their work, and have a lower likeliness to stay with the company. A conflict-free environment may contribute to the maintenance of positive employee-employer relations and lead to higher satisfaction and an increased life expectancy (Vajpayee et al, 2017). (Vajpayee et al, 2022). Organizations priorities people's happiness as part of their key operating philosophies (Vajpayee et al, 2022) with conflict free atmosphere. Through using procedures established in the strategic plan, management is able to hear people out about conflicts of life clearly and respond to their requirements and ideals. That is directly related to organisational structure and size (Vajpayee et al, 2019), HR regulations, and the function of redressal committees (Howard and Gould, 2000) for conflict free atmosphere. Positive work atmosphere and happiness in HR policy is advantageous to improve healthy work environment with healthier life expectancy (Vajpayee et al, 2022).

CONCLUSION

Conflict in the workplace can be extremely harmful and inhibit productivity by turning unfavourable work engrossment into an argument for interpersonal criticism. Therefore, a conflict situation must be handled effectively and resolutely for a productive working environment. Employee's conflict resolution is one of the prime reasons for the employee's

performance, solving the employee's conflict resolution will lead to job satisfaction and increase the efficiency of the employee which will benefit both employee as well as organization. Considering the above analysis done, it can be observed that employees are satisfactory with most of welfare, medical, safety facility provided by the company. Company is giving benefits as per the various enactment of labour law but there is still scope for improvement, which will benefit both organization and the employees. The study reveals that the Conflict resolution handling mechanism is satisfactory. The organization is recognizing the importance of satisfying the employees and relating them. Further improvement can be made so that all members are highly satisfied with the procedure. The suggestions and recommendations when implemented with still more benefit the organization. Keeping all data of conflict resolution in knowledge mangement can be a big data source for conflict resolution strategy of artificial management in understanding human cognition (Vajpayee, 2019b). It has been noticed that the small size company usually have less conflict as the cohesiveness among the small group members as compere to big size organizations (Vajpayee, 2019a).

FURTHER RECOMMENDATIONS

Organization can resolve the conflict more successfully by enhancing the interpersonal communication among the conflict group or persons. Role of redressal committee needs to make more operative than the presence state of affairs in organization. Employee themselves are enthusiastic to have constructive work environment with operative conflict resolutions strategies. Employees themselves are eager to have a productive workplace with effective dispute resolution techniques. The tactical application of mindfulness and meditation can also improve the workplace environment (Vajpayee, et al. 2018). A conflict-free workplace necessitates a positive organisational culture (Vajpayee et al., 2018) that places more emphasis on happiness and job satisfaction. To improve job satisfaction and general pleasure on the inside of a business, employee and employer relationships should be satisfying (Vajpayee et al, 2017; Chakraborty &Vajpayee: 2018). In the future, it will be crucial for employers to be proactive in their approaches to resolving disputes.

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