



A STUDY ON BANK EMPLOYEES CONFLICT RESOLUTION IN THE WORKPLACE

¹S.Muthukumar, ²P.Komarasamy,

¹Doctoral Scholar, Department of Business Administration, Govt.Arts and Science College Kangeyam, Email ID:
muthukumaroo27@gmail.com.

²Assistant Professor, Department of Business Administration Govt.Arts.Secience College Kangeyam, Email
ID: pkksv@rediffmail.com

Abstract: Human resources are considered to be a critical organizational resource that facilitates an organization to sustain its effectiveness and value. Banking sector in India is facing furious competition as far as human resources is concerned. In such a competitive business environment retaining of productive employees is complicated tasks when competitors are struggling for attract human resources from other organizations by providing attractive compensation and promotional plans. Presently the struggle was going on sky high in the banking industry. Simply tough competitors can persist under these early changes. Every single bank wished to face this situation and emerge as victorious, but it was not as easy as one could imagine. But this could be possible somewhat if a desire to work all together for transformation was made. Fast moving and Complex world of new techniques & skills had enforced banks to consider it and to adjust them to the changing banking environment. There was a requirement to advance competencies i.e. skill, knowledge and approach among the bank employees to make them more suitable to the altering circumstances. Since every human being have possibility to do extraordinary things and to support bank employees to understand, develop and utilize their potentiality. The bank should provide them knowledge and emerging climate as well as prospects. And this was possible only if efficient and effective Human Resource Practices which would maximize value and minimize cost within the organization should be applied. The best technique applied last month may not be best for today. Hence in this present competitive world, management of human resources has been a matter of crucial determination of success for the banking industry. Better management of human resource has been more earnestly felt as a vital, in recent decade as before. Thus, with a view of the inevitability of Human Resource in the banking sector, the aim of this study is to examine HRM Practices followed by public & private sector banks & to provide some suggestions. Encourage your employees to emphasis on their work and be willing while collaborating organized

Index Terms: Human Resource; Conflict, banking environment, workplace in conflict, Conflict resolution

1. INTRODUCTION

In a rapidly changing business environment, a study on bank employee's conflict resolution in the workplace has emerged as a major issue of concern. As such, the study has commenced to inspect conflict resolution approaches that would best attend the interest of the banks and its employees in the banking sector of India. Conflict is predictable among humans. The theme of conflict has been with us and has partial our intellectual from time ancient.it received altered degrees of importance from social biological scientists during several stages of history. Over the years the sensations connecting to conflict have been examined the "struggle for existence" by species of conflicting genetic inheritance. There have been converted attention and important changes in the study of conflict in social and structural contexts. The creation of the global association for conflict management and conflict management separation of academy of management to encourage research, teaching, and training and expansion on managing social and structural conflict management in 1990 attest to this renewed interest. After that transmit this learning and understanding in booming and handling relations at our workplace. The whole context of Human Resource Management revolves around this core matter of managing relations at the workplace they tried to put out their views on the effect of social security, workers participation & unionization during the administration of human resources. The authors present their discussion along with prevailing situations. This book is quite useful for present study as it provides both theoretical & practical aspects of HR practices. They concluded Human Resource as an integral part of organization & reflected the role of human resource managers in the changing organizational environment. The Human Resource Management Practices in Indian Organizations", the author noted that the windy business climate brought in the wake of liberalization, globalization and changing technologies are offering a complex and challenging situation to managers

2. STATEMENT OF THE PROBLEM

Banking is now a part of the larger monetary service industry. The number of companies in the market and the variety of services and facilities vacant are cumulative, thereby signifying more penetrating competition. The innovative economic environment has modeled new challenges and opportunities for the banks. In gap to the largely service based competition that banks have witnessed previously, the competition is now revealing itself in the form of technology based competition and price created competition as well. The advent of new technically well-equipped, structurally lean and capital strong banks is going to make a modification in the markets in terms of the range and the cost of facilities offered as also the speed and proficiency with which customer expectations are met. To continue in a strongly competitive market, banks must portion up in terms of competence. According to the common view most people are uncomfortable with conflict; however, Conflict can lead to bank less than optimal performance, or, in the poorest case, lead to workplace violent behavior. Unexpectedly, a reasonable volume of conflict can essentially be a healthy

(and necessary) part of bank life (Amazon, 1996). Individual the effects of functional and dysfunctional conflict on planned resolution, If anyone requirements to comprehend its root bases, significances, and tools to help handling it. The impact of too much or too little conflict can unsettle performance. The aim is to hold conflict levels in the middle of this range. While it might seem abnormal to want a particular level of conflict, a moderate level of task-related conflict is often viewed as optimal, because it represents a state in which a healthy discussion of ideas takes place (Bauer and Erdogan, 2010). In other words, there should be a balance and conflict resolution appliance in place so as to continue the optimal level of performance and competence. Inverter U association is exposed in figure (Robbins.P, Judge. A, Vohra, 2012). Therefore, this research has studied on association between employee performance and conflict aspects that significantly a study on bank employees' conflict resolution in the workplace.

DEFINITION OF CONFLICT

'Conflict in the workplace in any disagreement or behavior involving HR that disrupts the flow of work, prevents collaboration, or stifles creativity.'

3. SCOPE OF THE STUDY

The study has undertaken case studies on conflict issues which has relevance on employees' performance. The scope of conflict management can be based also on analysis of the pares involved. Indian workplaces have their value system through which priorities are determined. When different priorities collide, conflict is often the result. How we engage these differences becomes crucially important (Withers and Wisinski, 2007). Clarement and Davis (2005) advocated for collaborative conflict management which is concerned with conflict at the group or organizational level. It depends upon the willingness of employees at the workplace to work collaboratively to resolve differences and can include a third party facilitator.

4. OBJECTIVES OF THE STUDY

To find out the bank employee's conflict resolution in the workplace.

5. REVIEW OF LITERATURE

Dr.B.Mathivanan (2013) in their researcher said educated the banking activity which succeeds on the strength of people control". People are the through aspects of productivity of its services and people are its single consumers". Banking was a thriving industry in ancient India. Primarily, the industrial houses prepared banks with a view to making funds for productive activities and at the same time offered substantial security, liquidity and fair yields to the accountholders. In a way, banking sustained to be a old industry till 1969. When major banks were taken over by the Government of India. With nationalization, banks ceased to be subsidy agencies only for industrial sector and became a spirited instrument of social

change more statistical data exist in support of the preposition that there is a phenomenal development of banking sector.

According to **Md. Zahid Hossain (2017)** In order to improve performance of private commercial banks, it is imperative to improve harmony, develop positive relationship and alleviate organization conflict among the employees. According to Julian and Ramashen (1994), delivering quality services and products to customers is essential for success and survival of today's competitive banking environment. There is no alternative to improve the state of service quality, product quality and corporate social performance, in order to build and enhance a bank's reputation at a suitable level. Employee performance is critical in this respect. It is also a motivating force behind customer retention and attracting new clients in a bank. However, a major interference to improve reputation, increase financial performance and profitability, and distribution of high quality products and services is the 'conflict' occurrence existent within most organizations. The private commercial banks of Bangladesh are no exclusion. At most times, performance of employees are adversely unnatural through conflict situations, although it could also trigger a healthy discussion favorable to the association. It is therefore a matter of modern interest to study and analyze employee performance vis-à-vis conflict situations to create a conducive thermosphere and work situation in financial institutions. From the above background, it is evident that 'performance' is a critical factor on which revolves the well-being and enhancement of the private sector - including the banking sector. This study therefore, has undertaken to examine the backgrounds of structural conflict and the surroundings under which the organizational conflict affects employees' performance. This study has investigated the relationship between employee performance and organizational conflict that significantly impact on employees' performance in the banking sector of Bangladesh.

According to **Nimitha Aboobaker Manoj Edward (2020)** several roles at both work and family outcome in both negative (work-family conflict) and positive (work-family enrichment) spillover, which has their images on employees' job and family results. A study on work-family combination has been mostly dominated by studies directed in the USA and other Anglo countries, and hardly a few studies have been showed in non-Western contexts, mainly in collectivistic societies of India, where family roles believe more reputation. This study examined the collective effect of work-family conflict and work-family development on income intention, among particular bank employees, from both private sector and public sector banks in India. Data were composed using self-reporting consistent scales that measured work-family conflict and work-family enhancement in both directions. Outcomes were in line with the 'matching-domain' hypothesis in work-family research, as family to work direction of spillovers was not found to be significant analysts of turnover purpose. Multi-group analysis using WarpPLS 6.0 revealed that gender and the sector of employed bank expressively moderated the relationship between variables under emphasis. The current study provides suggestion that real-time experience of lowered work-family conflict and higher improved experiences at the workplace will offer perceptible benefits and long-standing yields to the organizations, in the form of lowered purposes to quit the organization, with particular importance on the

matching-domain hypothesis of work–family research. The implications of these consequences for theory and practice are also deliberated.

6. MOST COMMON CONFLICTS AND CONFLICTS RESOLUTION IN THE WORKPLACE

1. Leadership Conflicts

Leaders are commonly people who would interfere in workplace conflicts between employees. But what if the leaders themselves are the middle and the cause of such drama? In fact, leadership conflicts are scheduled as one of the most popular types of workplace conflicts. Every leader has altered leadership styles and management styles. and each employee reacts to those styles in different ways. This can result in conflicts between managers of different groups, or conflicts between leaders and team participants.

Solutions

To avert this from happening, you need to create and support common respect inside the workplace. Be conscious that each one has a diverse working style, and regulate your management consequently. Connect clearly the differences to find out the mutual opinion for everybody.

2. Creative Conflicts

Although working in groups, conflicts concerning inspiration and thoughts are much likely to transpire. Employees may come up with diverse concepts and have different responses towards those concepts, which can lead to arguments and competition. However dealing with ideas that are entirely different or dispute yours is difficult, it can give the best resolutions for your business.

Solutions

Once again, it's significant to dimensions mutual respect within the group. Make assured everyone attends and observations on others' concepts without being bad-mannered or insolent. This will help employees' expression at each idea after various perceptions, and select the best ideas for any task that they're working on.

3. Work Style Conflicts

Employees can dispute when they don't segment parallels in how they work. We have different methods to do things, and this will of sequence prime to conflicts. Various people wish to work unaccompanied and permitting to their own speed, knowledge, and skills. Others like working in crowds, giving their ideas, and collaborating with associates. Some wait until the target to quality their work, while others acquiesce their responsibilities early.

Solutions

Among two employees who are besides diverse in how they work, it's needed to have a mediator who can reconcile and find out what works greatest for both borders. Tell your staff that everybody appreciates a different working style, but the direction between team members should be the importance. Inspire staff to study to deal with each other's modifications and be supportive for the success of the task.

4. Personality Conflicts

It's evident that people are different from each other. And we're not going to develop along with someone meet. May run into someone whose behaviour clashes with us, and conflicts are much likely to ensue. Modifications in observations and behaviors, reinforced by culture, conviction, circumstantial, will also lead to differences in the way we see and perform to other people.

Solutions

As a leader, you need to secure strong intervention skills to realize each employee and give them instruction. Then, assure them that each of us has diverse circumstances and it's main that they sustain admiration and understanding for each other. That way, it can lead to good teamwork in a group. In the long term, it's significant to set pure guidelines about conflict resolution and communicative advices. Make sure all your employees know and appreciate the guidelines well. Training periods about workplace multiplicity and emotional control are also a good idea to reduce personality-based conflicts in your business.

5. Task-Based Conflicts

There are many details for task-based conflicts. It could be a lack of coordination while working organised, or someone postponing work, or ineffective statement leading to poor performance. This not only distresses the job but also can lead to more severe significances, specifically on the movement and success of the group.

Solutions

It's significant as a leader that you delegate tasks accurately to everybody, and explain their accountabilities in development. By doing this, your employees will be responsive of what's estimated of them, who they're working with, and the reputation of association in finalizing the assignment.

7. STEPS TO TACKLE WORKPLACE CONFLICTS

1. Find the Basis of Workplace Conflicts

You won't be able to explain the problem if you don't know what is affecting the difficult. When resolving a conflict, it's needed to find the real purpose behind it. Plan one-on-one discussion with each employee to find out about their problems and displeasure. Make sure you select a silent and isolated place so that unknown can disturb the discussions. Your work must touch permitted to communicate out their opinions and thoughts. You can listen to together borders of the conflict and permit each side to simplify

their perceptions. Make assured to dynamically listen so that unknown is misunderstood or overheard as your key resolution is to find out the source.

2. Understand the Conflicts Thoroughly

You need to put yourself in the shoes of your employees to recognize their point of vision and the difficulties they are facing. No one needs to get complicated in conflicts. After you have clasped the causes for the conflict in the cluster, estimate cautiously to make assured that everything you understand is true, and not unfair. Only then can you solve the difficult in the reasonable way.

3. Resolve Conflicts

Have an assembly with the people complicated in the conflict to resolve it. Ask everyone to discourse and take the best resolutions for everyone. This way people are more responsible for dealing with their own disputes. Moreover, you should remember that time doesn't allow managers to waste focusing solely on conflict resolution. So, it's also necessary to put out a zero-tolerance policy regarding certain behaviors and hold everyone to that standard. In the long run, it's also animated to create policies regarding disputes, behaviors, and respect in the workplace to avoid conflicts in the future.

8. HOW CONFLICT RESOLUTION FOR BANKS

If any part of your financial institution is undergoing tension among employees, conflict resolution services may be correctly what you need to re-establish agreement between individuals or departments. Some examples of how transformative intervention facilities can help embrace:

- Educating communication between co-workers
- Resolving conflicts as an substitute to permitting go of respected employees
- Avoiding lawful or financial problems that capacity ensue as a result of permitting staff members go under these environments.
- Inhibiting high employee auxiliary rate.
- Modifying the risk of bad promotional.

9. CONCLUSION

Conflict is a part of life and it can essentially drive persons to be more positive and inspired. However, for extreme efficiency, you want to have a pleasant workplace. So meaningful how to solve the most common forms of workplace conflicts can be an important skill for business holders. To set your commerce up for success, simply keep your ear to the crushed and solve any conflicts that may ascend in a calm way.

Once the workplace conflicts are solved, ask your employees to show dedication towards the communal goal. Be strong with every member about the standing of cooperation and mutual respect in co-ordination. Underline the role of unity in attaining achievement. Encourage your employees to emphasize on their work and be willing while collaborating organized.

REFERENCES

1. H.K. Swain and B.B. Acharya., ICFAI HR management review, pp- 34-35 jan 200 Ahmad Ashfaq, Malik Muhammad Imran, Humayoun Asad Afzal (2010) Banking
2. Developments in Pakistan: A Journey from Conventional to Islamic Banking, European Journal of Social Sciences, Vol.17, No. 1.
3. J. Poornima,A. Sharmila, "Recent HR Practices Of Selected Banks In India", Indian Journal of Applied Research, Vol.I, Issue.II November 2011
4. Mosadeghrad, A.M. (2003). Principles of Health Care Administration. Tehran: Dibagran Tehran.
6. Shahnawaz, M. G., &Juyal, R. C. (2006), Human resource management practices and organizational commitment in different organizations, Journal of the Indian Academy of Applied Psychology, Volume: 32, Issue: 3, pp.267-274.
7. ZulfqarBowra and KabirNiazi (2011). "Impact of human resource practices on employee perceived performance in banking sector of Pakistan, Pakistan.
8. Selvaraj, M. (2009). Total quality management in Indian commercial banks: A comparative study. Journal of Marketing and Communication, 4(3), 59–70.
9. D'Souza, E. (2002). Employment and human resource practices in public sector banks in the nineties.In Shuji Uchikawa (Ed.). Labor market and institution in India: 1990s and beyond. Japan: Institute of Developing Economies.
10. Karthikeyan K. Karthi R Shymala Graf. D, (July 2010) "Impact of Training in IRJEIS ISSN: 2454-2261 □ Impact Factor: 3.605 Literature Review on HR Practice in Banking Sector (Esha Mehta) 97
11. Banking Sector – An Empirical Investigation" International Journal of Business and Management, Vol.5, No.7, 77-83
12. Shikha N. Khera (2010) "Human Resource Practices and Their Impact on Employees Productivity- A Perceptual Analysis of Private, Public and Foreign Bank Employees in India", DSM Business Review, Vol2, No 1 (June 2010)
13. Sharma, Rajinder; and Nayyar, Sushil (2005), "Human Resource Development in State Bank of India-A Case Study of Chandigarh Circle", S.L.Goel and P.N.Gautam (eds.), Human Resource Development in 21st Century, Deep & Deep Publication, New Delhi.
14. Kaur, Manjinder (2009), Training and Development Strategies: A Comparative Study of Public and Private Banks, M.Phildissertation, Punjabi University, Patiala.

15. Pathak Neetu, 'Corporate Training Programme- An Effective Instrument for Organisational Development [A Comparative Study of Public and Private Sectors], ' *The Indian Journal of Commerce*, Vol 61, No 3, July – September 2008, School of Management Studies, IGNOU, Maiden Garhi, New Delhi – 110068, pp 113-119.

16. Mellacheruvu Sujatha and Krishnama charyulu. C.S.G, 'Challenges of Human Resource Management in Public Sector Banks', *the Journal of Indian Management and Strategy*, Volume 13, No 1, January- March 2008, Strategic Consulting Group OCF Pkt – 9, Sector –B, Vasant Kunj, New Delhi – 110070. pp 42 – 45.

17. Md. Zahid Hossain (October. 2017) in "The Impact of Organizational Conflict on Employees' Performance in Private Commercial Banks of Bangladesh" at *Journal of Business and Management (IOSR-JBM)* e-ISSN: 2278-487X, p-ISSN: 2319-7668. Volume 19, Issue 10. Ver. II. (October. 2017), PP 12-21.

18. Dr.B.Mathivanan (2013) in *A Study on HRM Practices in Public Sector Banks in Krishnagiri District at Journal of Dental and Medical Sciences (IOSR-JDMS)* e-ISSN: 2279-0853, p-ISSN: 2279-0861. Volume 12, Issue 4 (Nov.- Dec. 2013), PP 01-14.

19. Nimutha Aboobaker Manoj Edward (, 2020) in *Collective Influence of Work–Family Conflict and Work–Family Enrichment on Turnover Intention: Exploring the Moderating Effects of Individual Differences* **Global Business Review- journals.sagepub.com**

20. M.AFZALUR RAHIM in *Managing conflict in organizations* fourth edition book by First Published 2011 by transaction publishers.

