

# Conflict Avoidance of Human Resource Management in Enterprises

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## ABSTRACT

How to manage the conflict will directly affect the enthusiasm of the staff. Discussing the conflict management within the enterprise is essential. At the same time, with the wide propagation of the concept of people-oriented management, people realize that talents are the keys to the formation of core competitiveness. The discussion of internal human resource management conflict will contribute to the overall efficiency of the enterprise.

Based on these, this paper analyzes the actual conflict situation of the human resource management, putting forward the key implementing points of the human resource department, trying to help the managers to identify the conflict and avoid destructive conflicts.

**Keywords:** Conflict avoidance, Human resource management

## 1. RESEARCH BACKGROUND

Conflicts are objective and widespread within the enterprise. According to a study by American scholar Schmidt, business manager spends about one-fifth of his working time dealing with conflict. But in our country, because of the influence of traditional culture and the beauty in harmony, business managers tend to habitually think that conflict is accidental, negative and must be avoided. They generally do not take the initiative to understand the conflict in the enterprise which will be treated as a problem only when it has been irrefutable or even threat the survival and development of the enterprise. In fact, the conflict is not all negative, managers need to realize that it is two-sided. We should not only avoid destructive conflict, but also pay attention to stimulate the constructive conflict of the enterprise, which is beneficial the long-term development of the enterprise and the improvement of overall efficiency.

On the other hand, the functions of the human resources department and its role in the enterprise have changed. Traditional human resources department in the company played mainly an administrative role, managing employees' labor contracts, personnel files, paying the correct wages and remuneration and so on. This kind of human resources management is largely reactive. With

the development of the times, more and more managers realize that the practice of human resources management is directly related to whether the enterprise can successfully meet the competitive challenge.

## 2. CONCEPT DEFINITION

Conflicts have very broad definitions, ranging from personal internal conflicts, conflicts between people, to religious conflicts, ethnic conflicts, wars between nations, and so on, which can be both tangible and intangible. Scholars at home and abroad also have different understandings of conflict, such as Alo, A (2019) considers the term conflict as synonymous with conflict, tension, crisis, struggle or friction, but he also notes that these words are not sufficient and are only part of conflicts in reality in terms of providing an acceptable definition[1]; Jia Yue(2017)suggests that team conflict is subjective, confrontational and interactive, it is a process of deterioration of relations caused by differences of opinion [2]; Chen Feng (2018) points out that conflict management occurs because conflict becomes a process that requires other forms of intervention, such as negotiation, to manage and control [3].

From the research point of view of this paper, we tend to define conflict as: conflict is caused by different

individuals' attitudes, cognition, handling methods or when their own interests are influenced by the other side. Its emergence is universal, its development can be changed and controlled, its results can be negative or positive.

In terms of conflict management, foreign scholars generally analyse from the perspective of enterprise development, make classifications of conflicts, find out the reasons, and choose different conflict management strategies for different conflicts. There is a two-digit grid model which a majority of scholars accept, it defines horizontal coordinates as the degree of relationship with people, ordinates as the degree of concern for work or production, in order to distinguish five different types of conflict management strategies.

Wang Jishuang (2017) argues that conflict management is not a one-off, is ongoing, and that there is no absolutely good or bad way of conflict management, and that managers must choose an effective approach with a full understanding of the situation[4].

Rong Shanshan(2018) divides conflict management into avoidance, competition and cooperation conflict, and believes that managers should adopt more cooperative strategies in Chinese contexts, which will help to increase innovative behavior and prevent the deterioration of membership[5].

This paper holds that conflict management not only includes post-conflict measures, strategies, etc., but also includes the prevention of destructive conflicts, the stimulation of constructive conflicts, and the evaluation, feedback and summary after conflict management, which is a system that runs through the whole process of management function, rather than one-sided resolution of a conflict event.

### **3. CONFLICT IDENTIFICATION IN THE HUMAN RESOURCES DEPARTMENT OF THE ENTERPRISE**

In order to focus on the actual conflict situation of the human resources department, this paper has prepared a questionnaire on the current situation of the conflict within the enterprise.

This paper mainly studies the conflict management of human resources departments, considering that the human resources departments of some enterprises (such as general manufacturing and production enterprises) have not been paid enough attention at present, so in order to enlarge the impact of human resources departments on enterprise efficiency, we selects the Nanjing branch of a headhunting company as the main object of questionnaire distribution. Headhunting companies are also known as human resources group or human resources Ltd., and human resources department

can be said to directly affect the survival and development of headhunting companies.

The questionnaire was distributed on the internet, 116 questionnaires were eventually withdrawn, of which 107 were valid questionnaires, accounting for 92.24%.

**Table 1.** Short cut keys for the template

	<i>The type of work of the respondents</i>	<i>Number</i>	<i>Proportion</i>
<i>The type of work of the respondents</i>	R&D	6	5.61%
	production	11	10.28%
	financial management	9	8.41%
	Human resources management	57	53.27%
	else	24	22.47%

As can be seen from the table above, more than half of the respondents to the questionnaire engaged in human resources work, so this paper will focus on the common conflicts that cause obstacles to the work of human resources departments, conflicts in other departments will not be repeated here. Taking into account that the headhunting company's human resources department is a certain particularity, this paper selected some of the more common conflicts in the department as the content of the questionnaire survey. On the basis of the second chapter combing the relevant literature, talking with relevant human resources workers as a simple interview at the same time. This paper summarizes some possible conflicts in the work of human resources departments, and analyzes the questionnaires of 57 respondents engaged in human resources management in order to further understand the current situation of conflicts in human resources departments in enterprises.

We make the summary and classification of the questionnaire to reflect relevant issues. The contents of the questionnaire are effective and feasible in defining the conflict between human resources departments of enterprises.

There are four types of conflicts in the questionnaire, recruitment, dismissal, training and promotion. We divide these four conflicts into two categories, employee relations and training and motivation.

#### **3.1. The Conflict Between Fairness and Morality**

There always been the fair and ethical conflict in the recruitment of employees, and although it has been discussed for a long time, it is not possible to resolve such a conflict thoroughly. In the recruitment process the most prominent manifestations is geographical and gender discrimination.

When looking for a job, candidates are often asked such questions, "Where is your hometown?" "Where are

you from?" "Are you married?" "Do you have a boyfriend?" When a job seeker says the provinces, regions which is relatively short of favorable, or a woman is thought of the pregnant age, perhaps their interview process performs well, but they are ultimately rejected. It's unfair to an innocent candidate that he or she hasn't done anything wrong but losses the job opportunity. For businesses, they also have their own considerations, they may relatively reduce the risk of hiring mistakes or save costs, but are inherently unethical.

### **3.2. Dismissal Conflict**

Dismissing an employee can be thought as one of the most difficult tasks in human resources department. In the process of dismissal, the relevant personnel and the dismissed employees are very prone to conflict. If not properly explained, the dismissed person cannot agree, which will produce a strong sense of unfairness and cause a negative impact on on-the-job employees. For example, dismissal often causes physical and psychological harm to employees. For enterprises, dismissal sometimes also has a compelling component, unfinished task, corporate efficiency decline and other reasons are understandable, but they should also try to avoid conflict, and reduce the harm caused by dismissal at the same time.

### **3.3. Conflict Between Training Objectives and Training Effectiveness**

Most of the training of enterprises are responsible for the human resources department. Training can be roughly divided into induction training and on-the-job training according to the time. Induction training is mainly to tell employees what to do and how to do whose training objectives are clear, and training results can be seen.

There are many kinds of on-the-job training, which can be to improve the professional quality of employees, be ordinary communication skills, also can be case analysis teaching, office software use training and so on, variously. But in fact, there are many training projects not clear enough, the reason may be that other similar enterprises or the industry leaders carry out relevant training, so they choose to carry out and are afraid of falling behind.

If the department does not analyse the actual needs of training before carrying out blindly, there is no correct training objectives, and the training will not get the desired results. Such training is unnecessary.

### **3.4. The Promotion Criteria Conflict**

Promotion is one of the most powerful forms of motivation, and there are often conflicts over the choice of the person to be promoted. Promotion should be based on ability or seniority, or the moral character of the individual, what is fair and just?

In Chinese "system-in" units or enterprises, seniority is an important factor in promotion, in other more flexible enterprises, ability may be considered to be more important factors, when the seniority and ability are similar, the personal moral character of employees or work style can be used as basis for promotion.

The above-mentioned conflicts of fairness and morality and dismissal conflicts are destructive conflicts, decision-making conflicts are constructive conflicts, promotion criteria conflicts are two-sided, if handled well, it can be constructive conflict, benign competition will play a positive role in motivating employees, if not handled well, it is still the destructive conflict and will cause negative attitudes of employees, reduced productivity and other negative effects.

## **4. KEY POINTS FOR THE IMPLEMENTATION OF CONFLICT MANAGEMENT OPTIMIZATION IN HUMAN RESOURCES DEPARTMENT**

### **4.1. Scientific Training**

Training is one of the unique functions of the human resources department of enterprises. It will promote the future development of the enterprise or to avoid unnecessary conflicts if it is carried out scientifically and effectively.

Specifically, the first step is to determine the necessity of training, from the following aspects, such as the company's strategy into the next stage, geographical market expansion, or product expansion, or the emergence of new business needs, such as employee performance is not up to standard, if it is due to the lack of knowledge, ability, etc., the training is necessary. The second step is to identify the participants, the third step is to ensure that employees are ready for training, and the fourth step is to conduct training activities, and decide to train by company managers or relevant experienced employees or by a third-party consulting firm depending on the content of the training, and in the final step, evaluating and getting a feedback timely after the training to see how the results translated.

There is no doubt about the importance of employee ethics training. In real life, employee ethics can be reflected in their services provided to customers, and services can undoubtedly be indirectly turned into an extension of product value, such as a variety of luxury stores, 4S stores of cars, five-star hotels, high-speed rail, etc. The ethics of employees' training is throughout their careers, and training results will be translated into added product value. Training is undoubtedly significant.

Corporate culture training can avoid relationship conflict to a greater extent, and can play a role in the recruitment of employees. More and more enterprises

began to attach importance to corporate culture, because they know that the correct corporate culture can bring great strength to employees and enterprises, such as Huawei's "wolf culture", Xiaomi "born for fever", Alibaba's all staff will be outside to knock gongs as a signal to do some stretching and exercise on time and actively together, so that employees can maintain a full enthusiasm for work everyday, the work room will not be dead or depressed, which of course is of great benefit for the development of enterprises.

#### **4.2. Effective Communication**

In order to achieve effective communication, we must first know what the metrics of effective communication are. This paper believes that effective communication is mainly the information accuracy and reliability of transmission and exchange. There are department heads, managers, ordinary employees in human resources department, and the key points to achieve effective communication is actually different for different levels of employees or managers.

As the enterprise slowly grows and develops, the organizations within the enterprise are becoming more and more complex, the system is huge, the bureaucratic characteristics are more and more prominent, the communication efficiency will inevitably be affected. At this time we should regularly strengthen communication between superiors and subordinates, inaugurate a variety of communication channels, try to avoid message distortion, shorten the communication link, to ensure the integrity of information.

### **5. CONCLUSION**

People used to feel that conflicts are bad and need to avoid, in fact, conflicts also have two sides. Constructive conflict or task conflict is positive which can increase employees' motivation through healthy competition, promote enterprise development. Destructive conflict or relationship conflict is needed to deal with timely.

On the other hand, when human resources department manage conflicts, we need to pay special attention to training and communication, such as employee ethics training and corporate culture training, creating a variety of communication channels, improving communication efficiency.

There are also shortcomings of this article, such as the title of this article "enterprise" is general and universal, in fact, if more specific, it will be more targeted. For example, if it is a foreign-funded enterprise, joint ventures or multinational enterprise, the human resources department will encounter an important conflict, that is, cross-cultural conflict, there are many related researches.

Secondly, the objective of the questionnaire in this paper is the headhunting company's human resources

department, enlarging the human resources department, and then use the situation to do a general promotion, from general to specific, and then from specific to general process.

Finally, this paper does not carry out the relevant quantitative analysis of the data collected by the questionnaire, nor does it carry out empirical research on perfect theory, implementation points, etc., which is somewhat deficient and regrettable, if there is an opportunity, in the future study and research we will be deeply excavated, to draw more mature and practical conclusions.

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