

MANAGING HUMAN CAPITAL

HRMT901D

Lectured by: Daniela Magri

LECTURE 4

CONFLICT RESOLUTION FOR EFFECTIVE EMPLOYEE RELATIONS



WHAT IS ORGANISATIONAL CONFLICT?



'The total range of behavior and attitudes that express opposition and divergent orientations between owners and managers on one hand, and working people and their organisations on the other.'

(Kornhauser, 1954)



ATTRIBUTES

www.its.edu.mt

A natural state of affairs

Attitudes to harmony/conflict

Dysfunctional

Conflict gives imperfect organizational functioning: an exception to the norm

Functional

Conflict can have positive benefits that allow a diversity of solutions to problems to emerge





- **Constitutional / Unconstitutional Action**
 - Occurs when all stages of dispute procedure have been exhausted/occurs during dispute resolution procedure
- **Official / Unofficial Action**
 - Receives official TU support; members are balloted/action begun directly by employees
- **Organised /Unorganised Action**
 - Action organised by TU to affect a change/an individual reaction to dissatisfaction



www.its.edu.mt

TYPES OF GRIEVANCE INDUCING CONFLICT



1. Bullying & harassment 45%
2. Discipline 27%
3. New working practices 23%
4. Grading 22%
5. Discrimination 18% Work allocation/staffing levels 17%
6. Non-pay terms and conditions 17%
7. Pay 16%
8. Health and safety 2%
9. Other 18%

IRS 2002



COLLECTIVE BARGAINING

www.its.edu.mt

A collective grievance is resolved through **negotiation** between the parties (management/trade union representatives)

Where agreement cannot be reached, a **dispute** is declared

Industrial action may be taken by either side to influence the behaviour of the other party in reaching a settlement.



QUESTIONS?

CONFLICT RESOLUTION
