
Workplace Conflict And Procedures For Resolving Conflict

Workplace Conflict

According to Hitt, Miller & Colella (2015), conflict can be functional or dysfunctional. The nature of conflict begins when one person thinks or feels contradicted by another, one has a different belief or point of view. When talking about two different types of conflicts, one must understand that in order to have dysfunctional conflict, which is a negative thing to have and experience, one must have said conflict interfere with their work performance (Hitt, Miller & Colella, 2015). Functional conflict, according to Hitt, Miller & Colella (2015), frequently do not have the vigor and ideas to create effective improvements in an organization, conversely, having functional conflict is thought to be of benefit to the entity a person is working for, as well as assisting an individual with the facilitation of changes throughout a facility.

Companies have developed conflict policies and resolution as a means to have employees work together and collaborate without having to disagree regularly. In order to create a policy, we must understand the sources of workplace conflict. According to Guidroz, Burnfield-Geimer, Clark, Schwetschenau & Jex (2010), there are two sources of workplace conflict, and these are organizational and interpersonal conflicts. For the purpose of this assignment, the hospital's name will be Elvira Ruiz's Medical Center.

Conflict Policy

Elvira Ruiz's Medical Center is devoted to nourishing a positive and respectful work environment, in which employees work respectfully and closely together for the wellbeing of our patients. This problem resolution policy has been put in place as a means for guaranteeing that the work atmosphere remains a positive one for all.

This problem resolution policy is designed to:

Provide the opportunity to settle a complaint or conflict in a timely manner, with fairness, and without retaliation;

1. Support and promote a positive work environment where supervisors are responsible for preventing and resolving conflicts and complaints among employees;
2. Improve communication and understanding between employees; and between employees and their supervisor;
3. Allow employees who are experiencing work-related conflict shall speak to their supervisors to find a solution to the conflict
4. Investigate any complaints or conflicts without retaliation, and as quickly as possible, and allow conflict resolution through mediation

Penalty or retaliation against an employee who initiates conflict resolution or makes a complaint, or participates in a problem resolution investigation will not be tolerated and will be subject to disciplinary action.

If the employee is not satisfied with the informal resolution of the problem, he or she may proceed informally to the next level of management or proceed with the formal problem resolution process.

Procedures for Resolving Conflict

Informal conflict resolution and complaint procedures

Employees who experience a work-related conflict or who have a complaint should first attempt to discuss the matter with their supervisor. In some situations, this may be difficult or inappropriate. In these cases, the employee may request a meeting with the next level of management or a Human Resources representative to discuss the problem.

The supervisor, the next level of management will analyze the merits of the conflict resolution request or complaint, and within two working days will meet with the employee to inform the employee of the proposed plan of action.

Formal conflict resolution and the complaint process

Employees who have a complaint or require management intervention in relation to a work-related conflict and wish to initiate the formal problem resolution process must prepare written documentation, with supporting details, of the conflict situation or complaint and submit it to be the supervisor.

The supervisor will investigate the merits of the conflict resolution request or complaint. The supervisor will consult with a Human Resources representative and other relevant individuals, if necessary.

Within five (5) working days of receiving the conflict resolution request or complaint, the supervisor will complete the investigation and prepare a written response. The supervisor will forward a copy of the response along with a request that the employee sign and date the copy to confirm he or she has received the reply and agrees or disagrees with the supervisor's plan of action.

If the employee agrees with the recommended plan of action, the supervisor will send a copy of the signed reply to Human Resources for inclusion in the employee's personnel file.

If the conflict or complaint has not been resolved to the employee's satisfaction, the supervisor will forward the complete file, including the conflict resolution request or complaint, documentation of relevant factual information, analysis of the information, the conclusion, and the recommended resolution, to the next level of management.

The next level of management will investigate any relevant issues in the file and any newly discovered evidence or information that may arise during the problem resolution process. The next level of management will forward a response to the employee either concurring with the previous resolution or proposing an alternative resolution.

If the employee agrees with the resolution at this stage, the next level of management will send a copy of the signed reply to Human Resources for inclusion in the employee's personal file.

If the complaint has not been resolved, the employee can request the complaint be investigated by the most senior executive. The decision and recommendations made by the most senior executive will be final.

Reference

1. Givan, R. (2011). The Maimonides medical center model: Conflict reduction through mutual respect and conflict resolution through mediation. *Dispute Resolution Journal*, 65(4), 11-56. Retrieved from <https://prx-herzing.lirn.net/login?url=https://search.proquest.com/docview/850817757?accountid=167104>
2. Guidroz, A. M., PhD., Burnfield-Geimer, J., Clark, O., PhD., Schwetschenau, H. M., PhD., & Jex, S. M., Ph.D. (2010). The nursing incivility scale: Development and validation of an occupation-specific measure. *Journal of Nursing Measurement*, 18(3), 176-200. doi:<http://dx.doi.org/10.1891/1061-3749.18.3.176>
3. Hitt, M., Miller, C., & Colella, A. (2015). *Organizational Behavior* (4th ed.). Chapter 12 pg 378