

**Mohammad Ali Jinnah University**

**RESOLVING CONFLICTS IN THE WORKPLACE: A CASE STUDY ON HOW HR MANAGER MANAGE CONFLICTS IN MEHERALI TERRY TOWELS.**

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**Certificate of Approval**

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*It is certified that the research work presented in this project, titled RESOLVING CONFLICTS IN THE WORKPLACE: A CASE STUDY ON HOW HR MANAGER MANAGE CONFLICTS IN MEHERALI TERRY TOWELS was conducted by [Arsalan Anis and M. Shoaib] under the supervision of [Dr. Muhammad Asif Qureshi].*

*No part of this BRP has been submitted anywhere else for any other degree.*

*This BRP is submitted to the Department of [Management Science] in partial fulfilment of the requirements for the degree of*

*[BBA] in [Spring- 21]*

*at the*

*Mohammad Ali Jinnah University*

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# ORIGINAL LITERARY WORK DECLARATION

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**ACKNOWLEDGEMENT**

The completion of this project would not be possible without the participation and assistance of so many people whose names may not all be enumerated.

The contributions are sincerely appreciated and gratefully acknowledged. However, two of us would like to express their deep appreciation and indebtedness to the following:

First and foremost, praises and thanks to Almighty Allah for his showers of blessings on us throughout the completion of this course and project.

Secondly, we would like to thank our course instructor, Dr. Muhammad Asif Qureshi who gave his valuable assistance and guidance that made us capable to complete this project.

Thirdly to Sir Meherali who gave us an opportunity to have a knowledge about workplace conflicts practically in the corporate world, without the assistance of Sir Meherali it would not be possible.

Last but not least we want to thank Muhammad Ali Jinnah University that they have given us so many opportunities to learn through their platforms in the shape of research, projects etc. We have learned so many things through this platform and would like to make this university recognized for our good work.

We Thank You ALL!

**ABSTRACT**

**Background:**

Workplace conflict or organizational conflict is a situation where a dispute happens between two or more parties on the basis of having different needs, interest, personalities, values, culture, language, perception, behavior and Opinions. This diversification in the personality of different people needs to be managed and aligned in order to achieve the goal and objectives of the company.

The workplace conflicts are the natural part of any organization but it should be managed effectively otherwise the situation escalates more than the actual conflict and the organization bear consequences. Previously people don’t take workplace conflict as an important factor that can affect organizations overall performance but gradually the organizations are getting aware of it that how the workplace conflicts directly make an impact on their performance and the culture. In this research we are discussing the issues and their solutions related to workplace conflicts and how the organizations can tackle these situations by using different strategies.

**Purpose:**

The purpose of this paper is to highlight the challenges and problems that occurs in Meherali terry towels about workplace conflicts and make evaluation from both perspectives as an employee and as an employer. The Management of the company Meherali Terry Towels are seriously concerned with the conflicts that occur based on a different culture, language, behaviour, traits and values. The CEO and founder of Meherali Terry Towels want to create a healthy work environment in which employees from different culture, values and behaviours accommodate themselves, collaborate to achieve the goals of the company and reduce the rate of conflicts to make the workflow easier. The paper will help in suggesting different tactics and strategies to overcome the conflict and reduce the future conflicts.

**Method:**

Qualitative approach has been selected in order to collect data. Primary data was collected through different interviews from employer and employees both sides. Approximately 250 participants from different departments are encouraged to fill the questionnaire to provide the true picture of the organization and after compilation of this data the evaluation would be made on the organizational level and individual level.

**Findings:**

According to the interview and the primary data that has been collected by the questionnaire we have observed that the management of Meherali terry towels is not focused towards the Conflict Management which leads to the uncertain conflict situations. The employees manages the conflict situations on their own while some of the employees leave the organization just because of conflicts. The management should make a positive and learning environment in the organization and train their employees in order to develop strong communication and interpersonal skills. The more collaboration among employees the more productive organizations become.

**Keywords:** Human resource development, strategies, conflict

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# CHAPTER # 01

**INTRODUCTION**

1. **Introduction:**

Conflict at the workplace refers to any divide between people that occurs during the normal operations of a workplace. Conflict is a common occurrence whenever there are people working in a workplace. Different types of people have different ideologies, and these ideologies clash with each other throughout the operations. In addition to the differences, there is also a chance of poor communication between the employees, which can create misunderstandings between them. Conflict management in organization is an important part of Human Resource Management, which requires proper understanding of the people working and understating the sources of conflict that they might have. In addition, there is also a need for preventing workplace conflict that may arise in the future by taking proper precautions. This research is conducted in order to understand workplace conflict, and how to quickly and efficiently resolve it so that it does not affect the performance of the organization.

* 1. **About This Chapter:**

This Chapter Covers the Background Research, Aim of the study, Research Significant, About the textile industry and the overview of the company which we have selected. We have choose the Meherali Terry Towels as a Textile industry which makes towel and bring them in complete form. We will also tell the role of employer and human resources managers in managing cultural differences at the workplace.

# Background:

There is no organization when conflicts doesn’t occur but the main thing is this that how they handle the organization conflicts, but before knowing that how conflicts are solve let’s try to know how they occur?

When an employee come up with any new idea and appraise it in front of whole organization, some employees took it in a right way and some took it hardly and an individual can smell the envy, when those individual who are jealous of them put their perception in front and there is where all these conflicts occur because they become a little rude and their body language become aggressive in front of other individual, when their ideology clashes all work got ruin there.

Now when a person knows that the top management won’t listen to their ideas’ they stop sharing these ideas to them, the mouths starts to shut we can’t see more collaboration between them.

Another reason for conflicts could be the ego, arrogance, backbiting, attitudes which become the reason of big conflicts and all the environment of an organization starts to ruin.

The managers also try to come up with strategies to overcome these conflicts, they try to find the loophole and try to fill it that what is happening in the organization and by which strategies these conflicts would be solved, also R&D is playing a vital role to solve the conflicts by doing the research in an organization that how employees feel about the organization if employee ever stuck in the workplace conflict what their manager has done and how they played a part in it and what strategies where implemented in that situation.

* 1. **Types of Workplace Conflicts:**

Most of the times the root of the conflicts is the poor communication, people misunderstand each other because of the poor communication skills, they take things to far because of the misunderstanding, their closed-mindedness is also the reason of the big conflicts, it is natural when you’ll talk to the close mindedness person they always come up with the conservative theories that are so frustrating. Following are the types of conflicts.

* + 1. **Task Based Conflicts:**

The task based conflict is a conflict in which all employees are connected to each other’s task like an employee which required one report to finsh his work or forward his work to other employee, when he get that report late so how can the work be finished and the boss will show his aggression to that employee, in his defend he takes the name of employee because of whom the task got completed late which causes the conflicts between both of those employee.

* + 1. **Leadership Conflicts:**

The new leaders when they enter in an organization they come up with the different leadership style, which some employees like it and some of them don’t like it. Some of these leaders are charismatic and bold and other are brash and strict, as they start to get heat up and employee start to listen things from them and if employee doesn’t like it, it start to make conflicts.

* + 1. **Work Style Conflict:**

As there are different leadership style just like it there are different working style, of course in an organization people come with different ideology, they work with their own style which they think is relevant, most of the times other employee doesn’t like the style of their co-employee and they start to doing back biting and things start to escalate from here, when a person hears his bad; so from there the conflicts starts.

* + 1. **Personality Based Conflicts:**

It is not necessary that what we thing the person is; it always be that person, we all are different, just like that different people from their own respective culture comes In the workplace and start to work with their own different personality, which could be rude and maybe people think it is rude and try to talk to him in that tone and things start to escalate and the conflicts occur.

* + 1. **Discrimination:**

This is where the workplace conflict start to get serious and the environment of the organization starts to get ruin, if there is age discrimination, Racism, ethnicity discrimination and gender discrimination in the organization the environment of organization become toxic and people can’t work together.

* + 1. **Creative Idea Conflict:**

When it come to this conflict this conflict could be very advantageous for the organization, when there is a conflict on idea, then you have an opportunity to make that idea better. All employees should focus on the idea and criticize it, only if they think idea has a potential and can work, and also it is beneficial for an organization.

* + 1. **Value Conflicts:**

It is the value which tell us the right and wrong, every person has their own values when their values are being attacked, the conflicts begins, if one person is hurting the values of other employee it means they are indirectly challenging the.

* 1. **Aim Of the Study:**

The aim of this study is to understand the effectiveness of conflict management methods that are being used in organization in Pakistan. There have been a lot of research about conflict management as well as about understanding how conflicts occur, and preventing them before they happen or escalate. Despite the large body of research, there are still conflicts that happen in workplace around the world, especially in developing countries like Pakistan. In this research study, the main aim is to find out the reason for this discrepancy, How the Human resource management is working to solve conflict in the organizations, and if any methods are being used, then how effective those methods are in solving or preventing the conflict. In addition to that, the study have also looked at the perspective of the employees in the organization about the conflict that can occur in their organization and how they tend to avoid that conflict. This study also focused at the perception of employees about the methods that are being used by Human Resource Management in conflict resolution.

* 1. **Research Significance:**

This research is significant for many stakeholders. The result from this study willl provide its benefits to the organization in Pakistan as they in providing the data about conflict management effectiveness and how they can improve their organization policy about conflict. In addition, there is also a benefit for the workers as they will face less conflict in their workplace. This study havel also help in identifying the key factors that are responsible for workplace conflict.

# MEHERALI TERRY TOWEL

## **About the Textile Industry in Pakistan**:

According to the latest data the Pakistan is the 8th largest exporter of textile products in Asia. It is to be known that Pakistan is the country which produces a lot cotton that’s why Pakistan is the 4th largest producer of the cotton and Pakistan is also the country which consumes the lot of cotton as well and that’s the reason Pakistan comes on the 3rd largest consumer of cotton. As we know that there are 46% of the manufacturing sector through which 40% of the employment has been generated and also the man power of Pakistan is so hardworking, It is strange that there are 423 Textile industries in Pakistan but only 5% of it is registered in stock exchange. Pakistan has supply base for almost all man-made and natural yarns and fabrics, including cotton, rayon and others. This abundance of raw material is a big advantage for Pakistan due to its beneficial impact on cost and operational lead time. Pakistan is taking a lot of financial advantages from the textile industries but in this current situation the company has been suffered a lot because yarn prices has increased because of the pandemic and shortage of cotton; also we have to import a yarn from Indian which is providing us a expensive yarn and also soon we will be running out of the stock.

* 1. **Company Overview:**

Meherali Terry Towels was established in 1999, and are doing good with their business, they are taking care of their business in this current venerable situation, they have stabilize there business in every situation, they have a good will in market. They have faced some bad situations like robbery and fire in the factory through which they had to faced a lot of financial lost, but they never lost the hope and they showed the comeback and made their name in market once again, The company owner is very open minded, it leadership quality is unbeatable, he is such an excellent and intelligent personality, People still work in an old school way their but owner is adopting the new technologies, he is trying to imply ERP System in the company which means he is trying to adopt modern technologies and has a futuristic mind. The Factory doesn’t only make Bath towels but also they make bath robes, First they take the order from the customers according to the requirement of the towel size and quality and then they weave the towel, then they send the raw roll of towel in dyeing unit and do the dyeing according to the requirement of the customers and then the dyed product goes to the stitching unit where the rolls are being cut and are being stitched then stitching unit pack the towels or robes in carton, bale or bags it depends on parties requirement and when shipment is about to go to the customers they separate the pieces which are defected and send the customers finish and perfect product. Through which Meherali has made its product a best and all customers are always being satisfied from them, because they give the best response to their customers, we visited that place we weren’t the customers but still the way they were behaving to us was so good and polite which shows how passionate they are according to their work. They do the work by doing the proper plan.

* 1. **Company Core Values:**

***High standard Products****:*

Meherali Terry Towels have aim to provide high standard quality of products to meet the customer satisfaction level and make them our resource to attract the potential customers.

***Actively responding to queries & complaints****:*

We actively respond to our customers complains (if any) and try to accommodate & resolve their queries accordingly. Meherali Terry Towels has special focus on customer’s complain and they learn from their mistakes and improve their products and services respectively.

***Integrated Procedures****:*

All the procedures of Meherali Terry Towels are aligned to have coordination and collaboration with each other. Receiving & Delivering of orders, responding on the complaints and Procurement of the material all the procedures take place accordingly.

***Customer Satisfaction****:*

Customer satisfaction is our top priority. Maintaining our quality of products, responding to the complaints actively, and providing the best solutions is our key to the satisfaction of our customers.

***Workforce****:*

Our workforce is dedicated and loyal to our company as they give their best outcome to meet the company’s requirements and contribute to reach the vision of the company.

* 1. Work Place Conflicts In Meherali Terry Towels**:**
     1. **Not Enough Training:**

If an employee don’t have proper training and make mistakes and get bullied because of it; it creates frustration and it’s a human behavior that he releases its frustration to feel better, because of which employee shows some anger to its co-worker which creates conflicts. That is what happening in Meherali Terry Towels new employees who aren’t getting an proper training get frustrated and starts to shout on other which creates conflicts among them.

* + 1. **Personality Clashes:**

When two different personality clashes there are chances of conflicts occurrence, The Meherali Terry towel is a very big platform where different employees work which have their own respected personality, This is about when two very different people misunderstand each other. Like employee who is working in this organization and he is serious and doesn’t crack any jokes when it comes to work and tends to be private about his personal life and other employees can’t take it and that thing have turn in a back biting and backbiting will turn into conflicts.

* + 1. **Increase in Workload:**

Sometimes Meherali Terry Towels is pushing their employees too hard, and when employees of Meherali Terry Towels think that they are getting to much workload and they are not able to manage it; then they start to getting annoyed and doesn’t like to work and start to getting angry and burst out on their co-employees which becomes a problem for their organization.

* + 1. **Unclear Job roles:**

When the job roles are unclear the significance of the task gets eradicated, on the other hand employees doesn’t realize about their responsibilities. In addition this have created an ineffective environment where everyone is pointing fingers to the other person for certain work. The roles and responsibilities should be clear so the employees would know where they fit for the organization and what are the responsibilities of the certain task.

* + 1. **Poor communication:**

Lack of communication increases the tensions and misunderstandings among employees which results in interpersonal conflicts and less knowledge sharing. Meharali Terry Towels have to focus on the communication skills of the employees & employer and also implement the right communication tools. We observe the grapevine effect in Meharali Terry Towels which leads to misunderstandings and major conflicts, In addition Meharali Terry Towels don’t have any sort of meetings with the employees to get aware of the problems and issues that the employees are facing.

* + 1. **Bullying of new employees:**

According to the interview we have taken, it is observed that the new employee in Meharali terry towels usually gets bullied from senior employees which makes them feel uncomfortable to work. The management don’t have knowledge about this on the real time because the new employees are hesitate to report the bullying. It also effect the organizational culture negatively, however; the management needs to arrange the training programs for the employees assigning the senior employees as a mentor to them to increase the communication and coordination between them.

# CHAPTER # 02

# PROBLEM IDENTIFICATION

1. **Problem Statement:**

The problem which has taken our attention are; the biggest problem is the communication problem In Meherali Terry Towels, as we know people with different languages find a difficulty during communicate each other, people in an Meherali Terry Towels comes from different place of the country, they come up with different ideology and there speaking assent are different to one another, this is the problem which generates one more problem which is misunderstand each other, when they misunderstand each other it builds a conflicts among them which can easily affect the company, and of course they misunderstand each other people also has a different body language and body language is the language which whole world speaks but in different countries it indicates different things which can create misconception in their mind of people and they can fight to each other on that thing, another problem which we look through is behavior problem In Meherali Terry Towels, the different cultural human behaves different to each other which might be strange for them to understand the behavior of that another person, and when you don’t behave good in front of other of your behavior is weird then you surely trigger your co-worker and it is creating conflicts among employees in Meherali Terry Towels, which is the biggest problem, also we have seen the people who behave weirdly and not professionally professional world doesn’t like them. Sense of humor this problem is like when somebody doesn’t understand your humor and it guarantees to make a conflict, when you crack a joke and your co-worker that you are throwing up the sarcasm to him and he take it too hard that creates conflict between you and him And that is what happening in Meherali Terry Towels.

* 1. **Scope and Goals:**

This research study mainly covers workplace conflict in Meharali Terry Towels an Organization in Pakistan so, We have focused on Meharali Terry Towels. The senior officers and executives have been asked about company’s workforce. We have questioned employer that are the workers in this company know about the procedures of conflict management and are aware of the rule book of the Meharali Terry Towels on the other hand their executives would be asked that is their any biasness in terms of decisions and allocation of work. We also have questioned about the cultural conflicts and value based conflicts that happens in the Meharali Terry Towels. Our main purpose is to identify the problem in an organization like the workplace conflict and what managers does to solve these problems. Workplace conflict is very much related to the HR, The HR manager is the one who solve all these conflicts. This Study will play vital role to know how HR managers solve these conflicts and what are the challenges for workplace conflict.

* 1. **Research Objectives:**
* To understand; what happens when two culture meet each other.
* To understand; how HR will react towards the culture conflict problem.
* To examine; if these problem won’t solve so, how it would affect the organization?
* To know Organization will collaborate with the big numbers of employees with utterly different culture.
  1. **Limitations:**

The limitations would be like; Employees, that from where they belong (what are their exact addresses)The results of this study may not be of relevance towards organizations outside of Pakistan, because we are doing case study on Meherali Terry Towels which only operates in Pakistan. Second, is Time limitationBecause of our financial limitation our research is limited to the City Karachi only, Also because Meherali Terry Towels does operate in Karachi only.The executive supervisor will be afraid of telling; might be company's reputation will be affected and employee will be afraid of losing a job, So they won’t give us the full information or secret information which could affect his job.In addition, the study is survey based, where the managers and employees will self-report about their situation, which may not correlate with the actual reality that they are facing.We will be able to know the present and current situation and problem related to the culture, but we won’t be able to know the history of an organization so easily.

* 1. **Justification:**

The Aim of our study is to know the different techniques which manager used to solve conflicts in Meherali Terry Towels, and also we have provide them the solutions of the problem related to the conflicts which we have observed in an organization. We have conducted the interviews of the employees of the Meherali Terry Towels. We have observed their behavior, conflicts (if any) by sitting on their working places.

# CHAPTER # 03

# LITERATURE REVIEW

## 

## **3.1. About this Chapter:**

In this chapter we have discussed about the basic and theoretical concept of conflict that how a conflict occurs in an organization and what type of response and actions are taken by the HR department in order to resolve the conflict and normalize the tensions between two parties. Apart from this we have also discussed about the conflict management style and their factors that are used to reduce the conflict situation and what are the dependent and independent variable in this case study.

### **3.2. Conflict:**

The conflicts occur from such kind of behavior when two individuals confront each other and can’t understand each other perfectly their all focus is on destroying each other, when they can’t see that his opponent is wining or getting higher chances of getting achievements and profits, when the jobs are limited the competition begins and when people want to survive in one place they have to, make their own place, in which their colleges become their rivals when there is rivalry then there is no prosperity, when these all things started it ends up in the big conflicts among them. The battles begins among the people who are communicating to each other or we say a huge rivalry, indeed this definition was given by (SM Abbas & Neha Joshi., 2012.).

### **3.3. Conflict management style:**

It is to be known that the one manager who is going to resolve these problems for one employee or employer should be so this work really carefully and cleverly cause this could affect both parties moral and also the organization so HR Manager should try to make a win win situation in which both parties are happy and can work together again, from this win win situation the one who is expecting to make a good relationship with other that becomes the advantage of company and could be the future leader cause he is the one who can run the company without the conflicts. (Abdul Fattah Farea Hussein, Yaser Hasan Salem Al-Mamary, Yahya Abdul Ghaffar Hassan, 2017.)

The style of managing the conflicts matter a lot because the who do not know about the style have chances to drown the company in deep sea of dark in which company would face serious consequences. In short the company is set to be destroyed. If these conflicts are unresolved then it would make a lot of problems the company reputation would decrease and their good will is to be down, In addition for the company would be utter failure in the world where business means a lot.

These conflicts should resolve at it is right time otherwise consequences are serious. The one of the good style of managing these conflicts is that to compromise the one party should leave their ego and compromise with other party to move on for the great good in future and this compromise style has been adopt by lot of managers of this world, in this negotiation is the big key. (Salome L Escalona, n.d.)

### **3.4. Workplace Conflict:**

When we research about the workplace conflict definition the best definition which we come across was the definition given by (SM Abbas & Neha Joshi, 2012.) when the people of different or might be of same society meet each other and their behavior is different from one other their personality, their way to greet each other, their respect for one individual or their likes and dislikes come across to each other might create a conflict, people will think how? The answer is that the people who are not relative to them triggers them they can’t adjust they wo take it as an account they can’t ignore their bad things or the way they think different to them, also jealous factor arises in which lot of them start to shout on each other. When there is no diversity there is no prosperity. The intensity of their anger is on peak. The people act different to each other makes a conflict among them.

We can also understand it like, when peoples situation compels them to act in a specific way in which they are force to do things and also such things which they never had experienced lead them to conflict in premises, These practices in which they have to go unharmonious to their character can make a conflicts in the place where they are working.

The people with different thoughts and different attitude could be threat for any organization, the people with dominant attitude which thinks nobody is like them a going to get anything when they meet to the person who has realistic mindset and that person tells them their mentality they start to panic. The conflict between upper level of employees and lower level of employees is kind of normal thing they both can’t understand each other, upper level thinks that lower level of employees is their slaves whereas lower level wants to make their own place and kind of hate for upper level and also among their conflict, way of completion and anger is different.

Conflicts like these can make company’s reputation worse these conflicts can be tackled but the manger need a sharp eye on it and need to know everything about employees reputation and their behavior for on another. Is to be known as; sometimes the conflicts in the workplace is optimistic energy if it is pick up perfectly, In modern organization the higher manager s are trying to find opportunities from the conflicts like they are watching that in these conflicts competition new innovations occurs which lead their company or organization to profit which is really good for them, the crucial strength of perfect employee powers would arise in their organization because of such kind of conflicts and also future leaders of the organization will come across form the eyes of the upper managers that is all described by (SM Abbas & Neha Joshi, 2012.).

### **3.5. Conflict management:**

The conflict management is not an easy task to do the manager should be well present minded and the person who can take good decision and the decision who can give a justice to one who is innocent, the difficulties which managers face in these are so egregious, all of these decisions are depending on company’s future so the one who is taking decision should be taking care of these things, controlling all the negativity and giving organization a positive vibes is his work, how to aware people to work in a group and a diverse environment and how to enhance performance of the organization. Making strategies through which an organization can overcome these things through which the opportunity comes to them to grab some innovation, new talent and how to handle all upcoming threats is the responsibility of one manager which is described by the (SM Abbas & Neha Joshi, 2012.)

Some people think that these conflicts are unhealthy for company’s reputation but one should know how to overcome this challenge or find an opportunity from these conflicts, he also said this is not easy but the manger with sharp mind can recognize these benefits for the company, how was the question, they answered in this way that when there is conflict there is competition, and where there is competition there is innovation in which company can get new talent which can lead company to greater good, and also companies are trying to find new talent and their future leaders so the leaders says go for it. Because of these conflicts the employees react quickly when they react quickly they are in a position to lead them to big profit and if we see the negative thing over it is that the production increases but the quality decreases if people act quickly in work place. (SM Abbas & Neha Joshi, 2012.)

**3.6. Factors required to manage workplace conflicts:**

The workplace conflict could be the cancer for an organization so it should be solved as soon as possible, so there must be some ways to solve these conflicts, some effective ways through which it become easy for an organization to maintain their environment.

**3.7. Conflict Resolution:**

It is very important to resolve al, the conflicts in an organization to make that organizations performance good and efficient, and to make all employees agree to come on the same page and work together it is important to solve these conflicts. Following are the conflicts resolutions tools:

### **3.8. Avoid:**

When we talk about the conflict a lot of thing comes across our mind one of them is avoid, how to avoid the conflict it is necessary, if you are being in the conflict then you should know that how to just avoid it, avoiding means that just not directly get to in a fiery conversation with the person who you are being in conflict. People always use this style to just avoid the person who they think is leading them towards the conflict so, they refrain from the conflict in this way. Also, is called the style of ignoring, Cooperativeness and forcefulness are very low in avoiding style. This style also help the parties which meet at workplace; if the conflict is creating a tension between them then it would be great to just avoid it. (Abdul Fattah Farea Hussein, Yaser Hasan Salem Al-Mamary, Yahya Abdul Ghaffar Hassan, 2017., n.d.)

Most of the times the people who think conflict is a devilish act, has a negative effect, cause a disturbance In both work and personal life, moreover they make the environment toxic just avoid the conflicts. Also, this styles works in a situation where there is no chance to win.

* Safe Managers time: The avoiding style is something which safes the time of manager, like if employees are just avoiding the workplace conflict with their fellow workers, so directly they are making work easier for the manager in the way like manager don’t have to waste a time in solving the conflicts all the time like the managers in Pakistan does.
* Innovations: If people not waste their time in all the way stuck in a conflict it helps them to be innovative, they just ignore the conflict and work ahead, Also manager will not waste his time in resolving a conflicts so he can make a productive decisions for the organization, which surely help organization to flourish.

But sometimes the avoiding style can’t work good for you but this happens rarely, like the person who is avoiding the conflict, can lose their work, if the person who is avoiding the conflict about some kind of agreement then there is the possibility that the person who is doing the conflict can understand it as an agreement, moreover, This style can disturb the party you brought in the business; if you avoid the conflict between the parties it means that you are indirectly saying that we are not interesting in building any kind of further relationship with you.

### **3.9. Accommodation:**

Unlike Avoid accommodation is unforce able and cooperative, In Accommodation the person change his working style; just want to help other person for their work, by taking care of others concerns, In accommodation he does the work for other person like it is his own work and concern. We can understand accommodation like to take the orders of the person and just obey those order or follow those orders.

Further it is also called the smoothing way to overcome the conflict, it is the style in which you take care the needs of other instead of watching out for the conflict, like you don’t want any conflict you just take care about the others need.

Most of the times when there is conflict in an organization, so the one who is resolving the conflicts is most of the times is manager, what he does? He just calm everyone down with understanding everyone and being supportive at the moment; and try to make a win win situation for the both parties who are being in conflict for the moment. When manger apply this style we should know that he is doing this for the betterment of the company and also slightly good for him to like he has to meet the goals and objectives at the moment and also to help other to achieve it. This style is reliable like it helps the party to build a better relationship among them.

However this style doesn’t allow you to resolve the problem properly neither it allows you to resolve the cause of the problem but it do discard the differences between the parties as well as encourage them to do the work for what they are in the workplace.

The advantages of this style is that it maintains the relationship between the parties who were being the conflict, but there is also a disadvantage of this style is that the strong party can easily take the advantage of weak party. (Abdul Fattah Farea Hussein, Yaser Hasan Salem Al-Mamary, Yahya Abdul Ghaffar Hassan, 2017., n.d.)

### **3.9.1. Compromise:**

We know about the consideration; means give and take, the compromising is all about that thing, the compromising is the way to resolve the conflicts in this way people who are stuck in the argument can get out of it by the help of compromising, means they have to compromise; they have to give and take just for the sake of going ahead of the situation. For getting out of the situation you have to throw a deal which should be mutually acceptable, that both party accept it and get their relationship on the track back. Compromising is the middle way to get out of any tricky conflict.

The compromising is a kind of negotiation between two parties, this is the style in which both the parties under conflict gain something and lose something. It is also known as the solving the conflict by doing bargaining, it is the style in which you share the losses with opponent party and gains jointly, moreover, you can only use this style when both the party have same position, means not a single party has it is higher position.

Compromising is about involvements, Intercession, polling and changes of attitude between all the parties. (Salome L Escalona, n.d.)

It has an advantage when you use it when all the parties are it equal position plus they are willing to solve the problem and maintain their relationship, but also it got the disadvantage; most no one is really satisfied like all parties have to sacrifice something so how could they be satisfy from the situation. (Abdul Fattah Farea Hussein, Yaser Hasan Salem Al-Mamary, Yahya Abdul Ghaffar Hassan, 2017.)

**3.9.2. Competing:**

The competing style is used when person is in hurry and want to make quick decisions, when he has to handle various issues, when his own need are advocated over the need of others, when conflicts start to escalate the best things is to use this strategy cause it gives you quick outcomes and help you top reduce tension in an organization. But this style only s when you don’t care about the relationships and just want to resolve conflicts so your organization can retain its good environment. It is a combination of aggressive communication style means the one who is leader who is solving or trying to solve the conflicts needs to be aggressive. Only those use this technique who thinks they have good communication power and also the good leadership power.

**3.9.3. Collaborating:**

It is something where all people are towards one goal that they have to achieve it in any cost, it is the best problem solving technique cause it is a win win situation for the both parties, this technique requires the good communication power from both sides so they can make each other understand that what they want to do. It enhance the efficiency of the task cause when two parties are working together with a good potential and performance and welcoming each other thoughts and innovations then the best thing happens and it directly affect the organization in a positive way.

**3.9.4. Challenges of workplace conflict:**

The challenges of the workplace conflicts are; because of the workplace conflict employee’s stress, frustration, anxiety and loss of sleeps occur so because of which employee become unproductive and he doesn’t even like to come in an organization and work which become the reason of employee turnover which is not good for an organization, these workplace conflict become the reason through which clients start to get frustrated and never get satisfied if clients are not satisfied then it directly affect the business. These all are the challenges of workplace conflict that managers should be able to solve these conflicts which would be better for an organization otherwise it’s a pure disaster for an organization.

# CHAPTER # 04

# METHODOLOGY

1. **Research Approach :**

The reason of doing this research is to know the way to resolving workplace conflict. We’ll be using qualitative approach, to know collect the data about how the managers solve the conflicts between employees, The structure questions is be prepared to collect the primary data. Through this we are able to collect, identify and explaining the data of Meherali Terry Towels.

* 1. **Sampling Technique:**

The data was collected from the employees and managers of the Meherali Terry Towels. We primarily collected the data from them because it was difficult to collect data in sample survey form, from that huge population, so we choose the sampling which was easy and reliable for us and research. We conducted the interview with some of the employees and managers who were willing to answers the question and also who were senior in this company. We conducted the face-to-face Interview to know the ways through which they resolve workplace conflict in this organization and how much they are effective, and also the results of those strategies which they use to resolve conflicts. The advantage of these face-to-face interview was we were able to see the expressions of employees and the manageress when they were giving the interview so it become easy for us that the questions which we are asking; are they giving true answers of these questions or not. As they were giving answers we were taking the notes of it.

* 1. **Target Population:**

We have targeted the employees and managers of Meherali Terry Towels from different backgrounds, age, gender and culture through which we can get the different point of views and can add it in our research. We have taken the permission of all employees from whom we are taking the interviews. We won’t disclose the name of employees as promised but the employees from whom we have taken the interviews were on different post. Our Targeted population was from managers and employees like accountant, data entry operators, managers like finance managers and HR Managers.

* 1. **Interview Design:**

It was feasible to take face-to-face interview from the employees. For obtaining all the necessary information we first planned the questions; what we should ask in front of them to extract all valuable information about the company. Some of the questions were planned before and some of them were prepared later as we thought to increase it so interview were kind of structured. We were trying to extract most of the information from the employee about their experience, some of them were giving answers by nodding there head but we ask them to elaborate their answers so we can collect data for our research.

# CHAPTER # 05

# RESULTS AND FINDINGS

**5.1. Workplace Conflict Issues At Meherali Terry Towels:**

**Q Do you know what procedures are available for conflict management?**

When we ask this question from employees some of them try to defend this question that they know about the procedures while on the other hand some employees clearly tells the truth that they don't know anything about the procedures that are available for the conflict management, however; the management told us that different type of conflicts needs different type of strategies to he resolved so we cannot create a generalize pattern for every other conflict.

**Q HR explore issues with others to find solutions that meet everyone’s needs.**

The response to this question explores that the employees are not given any counseling towards the conflict management and the HR explore issues only with the managers of the departments but not with the employees, moreover; the supervisors and managers don't collaborate in order to know about the issues that are facing by the employees in different departments.

**Q Does your organization have the resources (Time, money, and people) to deal with conflict.**

Majority of the employees responds in positive side that their organization do have the resources to deal with the conflict and capable to take measures for the conflict management, in addition management of the company also responds with same answer that they do have resources and they utilize them in order to reduce the rate of conflicts, subsequently they also told us that they are going to install CCTV cameras all over the company to collect the relative evidence in case of any robbery as well as for conflict situations.

**Q How you manage and handle the conflict situations in your organization?**

We make sure that the environment of our organization remains stable in terms of conflict situations. In order to reduce mis understandings we talk to the employees that are having conflicts and address their problems and evaluate the situation through the ground realities. If an employee is seen consecutively in conflict situations we train him/her so that he'll understand and coordinate accordingly otherwise we layoff these type of employees that are having a bad record in terms of conflicts.

**Q Workplace conflict can affect the overall performance of the employees and the organization as well. what's your take on this?**

The workplace conflicts can be a big hurdle that affects the overall performance of the organization and employees. Meherali terry towels is a skilled labor oriented organization in which the majority of them are not enough educated so they don't know how their conflicts would indirectly effects the performance of the organization. The give counseling to the labor and employees that how to tackle the conflict situations and report to the relevant department for quick action, in addition we also communicate between the conflict parties and try to accommodate them accordingly without making any biased decision and fulfilling needs of both the parties.

**Q Does your organization have discrimination towards employee handling?**

Meherali terry towels have taken strict actions towards two of our managers that are involved in discrimination on the basis of their language and cast. We face the issue of discrimination and biased decision making in the relative departments of that managers they are making unfair distribution of workload so we have taken quick measures towards this issue and overtaken the situation quickly and fire both of them.

**Q How your organization handles the disagreement of any employee?**

We address the issue of that employee and listen about the reasons on which he has based his disagreement, after listening to the reason if the reason seems valid we make settlements according to it, while on the other hand if the reason seems invalid we make counseling of them and communicate the situation according to the understanding of that employee and make him/her aware about the advantages of that situation at individual and organizational level.

# CHAPTER # 06

# RECCOMENDATIONS

Meherali terry towels should focus on the difficulties and problems that their employees are facing that results in major conflicts, moreover; they should arrange training session in which the employees learn and get aware about how to manage minor conflicts on their own. In addition the management also needs to be train to make unbiased decisions, effective leadership skills and handling the situations so that the conflicts don't escalates to a major hurdle in organization's path to achieve their goals.

The management of Meherali terry towels should encourage the employees to suggest possible solutions to increase the collaboration, coordination and communication among themselves. They should arrange a meeting in which employees are encouraged to participate and suggest the best possible outcome to decrease the interpersonal conflict situations and maintain a friendly and learning environment.

Rules & regulations of the organizations should be clear to every employee and labor of the organization so that they may know about the consequences of certain actions and be aware not to involve in any type of conflict.

The management of Meherali terry towels should make continuous improvements in their rules & regulations whenever possible on the basis of new strategies, tactics and environment.

The knowledge & experience of the senior employees should be utilize in order to overcome the conflicts and making new strategies to overcome it, however; their experience is a valuable asset for the training programs for the new employees.

In order to follow the policies of the organization the managers should make unbiased decisions towards the employees of their respective departments by addressing the problem between conflict parties not the person specifically and impose the actions that are taken towards it in the light of rule book of the company. They should motivate and encourage employees to reduce the interpersonal conflicts and make it easier to communicate with each other.

The managers should be good listeners and listen the issues of both conflict parties after which they can evaluate the situation according to the rules of the company and find ways to settle down the problem without demoralizing one over other party. The manager should be able to satisfy both parties to keep them motivated and rehabilitate the relationship between them.

The task based conflicts that happens during the team work should be kept minimize by making the teams between the people that are like minded and have the good communication, collaboration and coordination between them.

The Meherali Terry Towels Should focus on the training of the employees by providing them the perfect sessions of the training and development, which help them reduce the workplace conflict in an organization, cause as per we have noticed the lot of new employees were frustrated because they weren’t getting an proper training and that frustration was creating conflicts so that would be the right thing to do; they give their employees a training.

The Organization should care about the new employees are being bullied by the senior employee, bullying can cost a lot to an organization, because of the bullying a lot of conflicts happen, a human cannot bare to lose his self-respect so the best thing to stop it is; they give aspirate space to the new employee where they get their training, after that they should work with the senior employees until they get proper grip in his work.

# CHAPTER # 07

# DISCUSSION AND CONCLUSION

The goal of this study was to know the way; what kind of work place conflicts Meherali Terry Towels is facing and how they solve these conflicts; what are the strategies which this company use to solve these issues. For this we gathered the information from the employees like we have taken interviews from them, and we came to know about that there were some workplace conflicts which Meherali Terry Towels were facing and also needed the improvement. The Research perfectly told us about the way managers should behave to resolve these conflicts and to make the environment of company peaceful and opportunistic. Most of the employees in the Meherali terry towels work together but still there are some employees who have conflicts among them on the basis of culture, Age, Race and Gender. The managers of Meherali terry towel are effective they try there best to solve these problems by using their strategies, some strategies work but some do not. Through this study you’ll know some strategies which managers use for solving these problems with the conflict management strategy, it also helped Meherali Terry Towels to know the lope holes where employees were making conflicts and also they have started to work on it by filling these holes. This Study will tell the best way to resolve conflicts and the strategies which HR manager use to solve the workplace conflict.

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