A STUDY ON QUALITY OF WORK LIFE AND SOCIAL SECURITY IN NEW GENERATION COMMERCIAL BANKS

Dr. S. ANANDANATARAJAN
Assistant Professor HOD & Research Scholar
Department of Commerce
Joseph College of Arts and Science, Thiruvallur 607204

N. VINCILIN
PhD Research Scholar
Department of Commerce
Joseph College of Arts and Science, Thiruvallur 607204

I. INTRODUCTION

Webster’s dictionary defines conflict as a sharp disagreement or opposition of interests or ideas. Anytime people work together, conflict is a part of ‘doing business’. Conflict is a normal and natural part of any workplace. When it occurs, there is a tendency for morale to be lowered, an increase in absenteeism and decreased productivity. It has been estimated that managers spend at least 25 percent of their time resolving workplace conflicts – causing lowered office performance.

Handling and resolving conflicts that arise in the workplace is one of the biggest challenges managers and employees face. Typically there are two responses to conflict: run away (avoidance) or ‘battle it out’. In either case, we often feel uncomfortable or dissatisfied with the results because no resolution has been achieved. By learning to constructively resolve conflict, we can turn a potentially destructive situation into an opportunity for creativity and enhanced performance.

Conflict is a normal, and even healthy, part of relationships. After all, two people can’t be expected to agree on everything at all times. Since relationship conflicts are inevitable, learning to deal with them in a healthy way is crucial. When conflict is mishandled, it can harm the relationship. But when handled in a respectful and positive way, conflict provides an opportunity for growth, ultimately strengthening the bond between two people. By learning the skills you need for successful conflict resolution, you can keep your personal and professional relationships strong and growing.

Sources of conflict

There are many causes or reasons for conflict in any work setting. Some of the primary causes are:

- Poor Communication: different communication styles can lead to misunderstandings between employees or between employee and manager. Lack of Communication drives conflict ‘underground’.
- Different Values: any workplace is made up of individuals who see the world differently. Conflict occurs when there is a lack of acceptance and understanding of these differences.
- Differing Interests: conflict occurs when individual workers ‘fight’ for their personal goals, ignoring organizational goals and organizational well-being.
- Scarcce Resources: too often, employees feel they have to compete for available resources in order to do their job. In a resource scarce environment, this causes conflicts— despite awareness of how scarce resources may be.
Personality Clashes: all work environments are made up of differing personalities. Unless colleagues understand and accept each other’s approach to work and problem-solving, conflict will occur.

Poor Performance: when one or more individuals within a work unit are not performing -- not working up to potential -- and this is not addressed, conflict is inevitable.

Healthy and unhealthy ways of managing and resolving conflict

Conflict triggers strong emotions and can lead to hurt feelings, disappointment, and discomfort. When handled in an unhealthy manner, it can cause irreparable rifts, resentments, and breakups. But when conflict is resolved in a healthy way, it increases our understanding of one another, builds trust, and strengthens our relationship bonds.

Unhealthy responses to conflict are characterized by:

- An inability to recognize and respond to matters of great importance to the other person
- Explosive, angry, hurtful, and resentful reactions
- The withdrawal of love, resulting in rejection, isolation, shaming, and fear of abandonment
- The expectation of bad outcomes
- The fear and avoidance of conflict

Healthy responses to conflict are characterized by:

- The capacity to recognize and respond to important matters
- A readiness to forgive and forget
- The ability to seek compromise and avoid punishing
- A belief that resolution can support the interests and needs of both parties

Four key conflict resolution skills

The ability to successfully manage and resolve conflict depends on four key skills. Together, these four skills form a fifth skill that is greater than the sum of its parts: the ability to take conflict in stride and resolve differences in ways that build trust and confidence.

Conflict resolution skill 1: Quickly relieve stress

The capacity to remain relaxed and focused in tense situations is a vital aspect of conflict resolution. If you don’t know how to stay centered and in control of yourself, you may become emotionally overwhelmed in challenging situations. The best way to rapidly and reliably relieve stress is through the senses: sight, sound, touch, taste, and smell. But each person responds differently to sensory input, so you need to find things that are soothing to you.

Conflict resolution skill 2: Recognize and manage your emotions.

Emotional awareness is the key to understanding yourself and others. If you don’t know how you feel or why you feel that way, you won’t be able to communicate effectively or smooth over disagreements. Although knowing your own feelings may seem simple, many people ignore or try to sedate strong emotions like anger, sadness, and fear. But your ability to handle conflict depends on being connected to these feelings. If you’re afraid of strong emotions or if you insist on finding solutions that are strictly rational, your ability to face and resolve differences will be impaired.

Conflict resolution skill 3: Improve your nonverbal communication skills

The most important information exchanged during conflicts and arguments is often communicated nonverbally. Nonverbal communication includes eye contact, facial expression, and tone of voice, posture, touch, and
gestures. When you’re in the middle of a conflict, paying close attention to the other person’s nonverbal signals may help you figure out what the other person is really saying, respond in a way that builds trust, and get to the root of the problem. Simply nonverbal signals such as a calm tone of voice, a reassuring touch, or a concerned facial expression can go a long way toward defusing a heated exchange.

Conflict resolution skill 4: Use humor and play to deal with challenges.

You can avoid many confrontations and resolve arguments and disagreements by communicating in a playful or humorous way. Humor can help you say things that might otherwise be difficult to express without creating a flap. However, it’s important that you laugh with the other person, not at them. When humor and play are used to reduce tension and anger, reframe problems, and put the situation into perspective, the conflict can actually become an opportunity for greater connection and intimacy.

Tips for Managing and Resolving Conflict

Managing and resolving conflict requires emotional maturity, self control, and empathy. It can be tricky, frustrating, and even frightening. You can ensure that the process is as positive as possible by sticking to the following conflict resolution guidelines:

Make the relationship your priority

Maintaining and strengthening the relationship, rather than “winning” the argument, should always be your first priority. Be respectful of the other person and his or her viewpoint.

Focus on the present

If you’re holding on to old hurts and resentments, your ability to see the reality of the current situation will be impaired. Rather than looking to the past and assigning blame, focus on what you can do in the here and now to solve the problem.

Pick your battles

Conflicts can be draining, so it’s important to consider whether the issue is really worthy of your time and energy. Maybe you don’t want to surrender a parking space if you’ve been circling for 15 minutes. But if there are dozens of spots, arguing over a single space isn’t worth it.

Be willing to forgive

Resolving conflict is impossible if you’re unwilling or unable to forgive. Resolution lies in releasing the urge to punish, which can never compensate for our losses and only adds to our injury by further depleting and draining our lives.

Know when to let something go

If you can’t come to an agreement, agree to disagree. It takes two people to keep an argument going. If a conflict is going nowhere, you can choose to disengage and move on.

Fair fighting: Ground rules

Remain calm. Try not to overreact to difficult situations. By remaining calm it will be more likely that others will consider your viewpoint.

Express feelings in words, not actions
Telling someone directly and honestly how you feel can be a very powerful form of communication. If you start to feel so angry or upset that you feel you may lose control, take a “time out” and do something to help yourself feel steadier.

Be specific about what is bothering you. Vague complaints are hard to work on.

Deal with only one issue at a time. Don’t introduce other topics until each is fully discussed. This avoids the “kitchen sink” effect where people throw in all their complaints while not allowing anything to be resolved.
No "hitting below the belt." Attacking areas of personal sensitivity creates an atmosphere of distrust, anger, and vulnerability.

Avoid accusations. Accusations will cause others to defend themselves. Instead, talk about how someone's actions made you feel.

Don't generalize. Avoid words like "never" or "always." Such generalizations are usually inaccurate and will heighten tensions.

Avoid "make believe." Exaggerating or inventing a complaint or your feelings about it will prevent the real issues from surfacing. Stick with the facts and your honest feelings.

Don't stockpile. Storing up lots of grievances and hurt feelings over time is counterproductive. It's almost impossible to deal with numerous old problems for which interpretations may differ. Try to deal with problems as they arise.

Avoid clamming up. When one person becomes silent and stops responding to the other, frustration and anger can result. Positive results can only be attained with two way communication.

Managing and Resolving Conflict by Learning How to Listen

When people are upset, the words they use rarely convey the issues and needs at the heart of the problem. When we listen for what is felt as well as said, we connect more deeply to our own needs and emotions, and to those of other people. Listening in this way also strengthens us, informs us, and makes it easier for others to hear us.

Tips for being a better listener

- Listen to the reasons the other person gives for being upset.
- Make sure you understand what the other person is telling you—from his or her point of view.
- Repeat the other person’s words, and ask if you have understood correctly.
- Ask if anything remains unspoken, giving the person time to think before answering.
- Resist the temptation to interject your own point of view until the other person has said everything he or she wants to say and feels that you have listened to and understood his or her message.

When listening to the other person's point of view, the following responses are often helpful:

- "I want to understand what has upset you."
- "I want to know what you are really hoping for."

Clarify the real issues, rather than making assumptions. Ask questions that allow you to gain this information, and which let the other person know you are trying to understand.

- "Can you say more about that?"
- "Is that the way it usually happens?"

Restate what you have heard, so you are both able to see what has been understood so far it may be that the other person will then realize that additional information is needed.

- "It sounds like you weren't expecting that to happen."

Reflect feelings been.” be as clear as possible.

- "I can imagine how upsetting that must have been"

Validate the concerns of the other person, even if a solution is elusive at this time. Expressing appreciation can be a very powerful message if it is conveyed with integrity and respect.

- "I really appreciate that we are talking about this issue."
- "I am glad we are trying to figure this out."
Conflict resolution is one of the five key skills of emotional intelligence

Skill 1: Quick Stress Relief
Skill 2: Emotional Awareness
Skill 3: Nonverbal Communication
Skill 4: Playful Communication
Skill 5: Conflict Resolution

The ability to resolve conflicts positively is and with confidence the fifth of five essential emotional intelligence skills. Together, the five skills of emotional intelligence help you build strong relationships, overcome challenges, and succeed at work and in life.

Intelligence: A free, Raising emotional online training course

To start practicing the five skills of emotional intelligence, visit EQ Central, a website from the creators of Help guide. EQ Central offers a step-by-step, self paced emotional intelligence training course filled with real world examples and hands-on exercises.

II. CONCLUSION

Conflicts can have a significant impact in the work place and should not be ignored. It is imperative for managers, supervisors, and even coworkers to engage individuals that are causing inner-office conflicts. A few points to keep in mind are to be aware of conflict stages and then respond to them when they are noticed, put in place a process for resolving conflicts and get agreement on it, and encourage everyone to learn conflict-resolution skills. Additionally training on conflict management and mitigation are recommended for anyone that would like to decrease conflict in their place of work.

However, I have found that to be a good mediator and manger of conflict takes both practice and a desire to help employees resolve problems.

III. REFERENCE

2) Hoffman, J. http://www.johnhoffman.com
7) US Department of Energy.