

Week 1 Project

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My Perfect Writing

Workplace disputes between the manager and the employee are a continuous organizational problem that could have significant productivity, morale, and sustainability implications. The HR generalist role in a consulting capacity is more than just an administrative support and strikes a balance that ensures the protection of the organization's objectives and the interests of the employees (Van, 2024). In the scenario, the manager views the employee's attitude as negative and hampering productivity and morale. Both sides of the situation recognize poor communication, which suggests that the conflict is relationship-based. The paper explores the conflict from the perspective of HR consulting by analyzing the value of focusing on relationships or organizational goals, roles, indirect influence tactics, and content and interpersonal strategies to resolve the conflict. Conflict and ineffective communication in the workplace affect employee and organizational performance (Diana et al., 2024; Lee, 2024). The analysis suggests an evidence-based moderate approach to sustainably solving conflict.

HR Focus

When it comes to resolving the conflict, it is necessary to consider relationships first since they negatively impact performance and organizational processes. Employees will tend to be less engaged and productive when they feel unheard or disrespected, and it may even increase conflict and disruption of team dynamics. Studies have shown that interpersonal conflict leads to poor performance and job satisfaction in the organization, and relational repair is an essential initial step in regaining effectiveness (Diana et al., 2024). By emphasizing restoring trust and enhancing communication, the HR consultant will be able to fix the underlying causes of the problem instead of only its symptoms. However, overemphasizing relationships may delay accountability and performance correction if not balanced with clear expectations.

Meanwhile, organizational goals cannot be disregarded, as they determine performance

requirements and operational effectiveness. A balanced strategy combines relationship-building with an obvious focus on the standards of accountability and productivity. Good HR practice involves matching personal behaviors to those of the organization as well as making employees feel encouraged and valued in the process. Research indicates that organizational culture and communication play an important role in managing and resolving conflicts, which supports the necessity to tie improvements in relations to goal alignment (Lee, 2024). The two-fold focus makes the needs of human and organizational focus to be met at the same time (Van, 2024).

Goals and Roles

The main consultative objective in that case is to reach a constructive solution that will enhance the working relationship and overall performance outcomes. The task, as an HR consultant, is to be neutral and lead both the manager and the employee to self-awareness, understanding, and behavior change. As a consultant without direct authority, influence must be exercised through trust, facilitation, and structured dialogue rather than enforcement. It entails establishing the root causes of conflict, including communication failure, leadership styles, and unmet expectations. It has been found that HR professionals are essential in diagnosing and resolving conflicts in the workplace by providing systematic and unbiased procedures (Van, 2024).

Also, the consultant will have to play the role of a mediator, coach, and advisor, and assist both parties in gaining better communication and collaboration skills. The consultant can assist everyone to see his /her role in the conflict and accept the responsibility to improve the situation by promoting open communication and offering feedback models. There are indications that the gap between Hr theory and practice is to be closed by consultants employing evidence-based approaches that would enhance the relationship between people and organizational

performance (Negt & Haunschild, 2025). It is a method that makes the resolution process practical and sustainable (Liou et al., 2023).

Evaluation

To persuade both sides without being the boss, the consultant ought to start with individual meetings to collect data and know each side of the argument well. During such sessions, the consultant is able to determine certain behaviors, perceptions, and communication challenges that have led to the conflict as well as establish trust with both parties (Van, 2024). Studies on workplace conflict highlight the significance of individual experiences and perceptions in conflict dynamic formation because they tend to affect behavior and responses (Liou et al., 2023). The diagnostic step is essential to come up with an informed and objective intervention plan.

After the personal meetings, the consultant must arrange an organized collective discussion aimed at problem-solving and understanding each other. The consultant can steer the two parties to discover common ground and joint solutions using tactics like interest-based negotiation and active listening. Research indicates that a well-designed conflict resolution plan enhances the performance of an organization and minimizes the adverse effects of conflicts at the workplace (Diana et al., 2024). Follow-up (with progress monitoring and coaching) can be used to ensure agreed changes are implemented and maintained over time (Liou et al., 2023). The consultant must rely on influence, structured facilitation, and credibility rather than authority to ensure cooperation.

Approach

The conflict resolution strategy should address the content and personal dimension of the conflict. It is the task-oriented aspect and deals with issues related to the task, such as

performance expectations, role clarity, and productivity levels, where both parties know their roles. Resolving the factors reduces confusion and supports individual activities that are in line with the organization's goals (Van, 2024). There is evidence that communication and expectation are critical to minimizing conflict in the workplace and improving performance (Lee, 2024).

The individual factor is also important and involves managing feelings, attitudes, and interpersonal relations. It can be done by using techniques such as empathy, listening skills, and providing feedback to ensure that both sides of the argument understand each other and do not become defensive. Interpersonal interactions and incivility at the workplace have been shown to increase conflicts, and it is essential to address the issues (Yaqoob et al., 2025). With the use of content and relational strategies, the HR consultant can establish a long-term solution that can improve performance and interpersonal interactions (Lee, 2024). The use of a combination of content and relational approaches is effective in avoiding repeated conflict, trust issues, and performance deterioration if not addressed.

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