Summary

Subject matter: Prevention and resolution of labor conflicts in the course of the assessment of the staff of an organization

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Topicality of the research is conditioned by the fact, that the effectiveness of an organization’s performance directly depends on the successes in the work of the personnel.

Quite often the assessment of the personnel is compounded by various kinds of conflicts. In order to work out the right line of behavior in different conflict situations one has to know the typology of conflicts, causes of their origin and also how one can manage them.

Objective of the research is the analysis of the conflicts arising in the process of the assessment of the work of the personnel on the example of “Essentuki Teploset”, plc., and also the examination of the methods of their prevention and resolution.

Tasks:

1. to reveal the essence of conflicts in the organization and causes of their origin during the personnel assessment procedure;

2. to determine the main methods of resolution and prevention of labor conflicts during the personnel assessment procedure in modern organizations;

3. to examine foreign experience of personnel management in American and Japanese organizations;

4. to give the general characteristic of “Essentuki Teploset”, plc.;

5. to analyze the personnel assessment system and conflict situation in “Essentuki Teploset”, plc.;

6. to work out recommendations on the improvement of the personnel assessment procedure in “Essentuki Teploset”, plc.
Theoretical and practical significance of the results of the research is the extension of the scientific knowledge of management of conflict behavior during the personnel assessment procedure, and also the possibility of the use of the main premises of the system of conflict resolutions in “Essentuki Teploset”, plc. and other organizations interested in the improvement of the system of conflict management.

Results of the research showed the ineffectiveness of the personnel assessment procedure in “Essentuki Teploset”, plc.

The causes of the origin of conflict situations in the personnel assessment:
– the use of only two methods (attestation and PC to assess the staff which leads to subjective assessment results;
– personal claims and ambitions of the personnel;
– huge number of paper documents;
– assessment results are not updated;
– high level of subjectiveness during the assessment procedure;
– the assessment forms have only a score system, so there are no qualitative marks;
– the organization does not register conflicts;
– the assessment of the top managers by their subordinates does not take place.

Recommendations:
1. to extend the methods of personnel assessment;
2. to automatize the process of personnel assessment and introduce the e-processing of the results of personnel assessment;
3. to introduce qualitative characteristics in the assessment firms;
4. to conduct the psychological monitoring of employees twice a year;
5. to introduce the position of an industrial psychologist as this will enable the company to register in detail conflict situations, to resolve conflict individually with each employee and many other things.