

# The Conflict with non-HRM Department: Reason, Mediation, Result

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## Research

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# Abstract

**Background:** When the human resources department implements human resources policies and systems, there will be various obstacles from other departments. Because human and non-human departments are different in departmental goals and division of tasks, conflicts in human resource management are likely to occur, which affects the realization of organizational goals.

**Methods:** This article constructs a conflict model between the two parties and studies the origin of the conflict between the HRM and non-HRM sectors, including personnel, policies, and systems. It also proposes ways to resolve conflicts, such as communication, role exchange, business process consensus, focus on organizational goals, and political skills.

**Results:** The research started by investigating the origin of conflicts between human resources and non-human resources departments within the organization and analyzed the sources and important effects of conflicts. In response to the source of these problems, corresponding arbitration measures have been proposed. After the conflict between the two parties is resolved, it is beneficial to achieve a win-win result for employees, departments, and organizations.

**Conclusions:** Lack of inter-departmental understanding and negative conflicts will only cause the human resources department to fail to achieve the expected goals. The purpose of these measures is to improve the relationship between departments and reduce unnecessary conflicts. Once this type of conflict is resolved reasonably and properly, it will also have a positive impact on the performance of different levels.

## 1. Introduction

Due to the different division of responsibilities between human and non-human departments, their respective focuses are different. Human resources will focus on employees, remuneration, culture, performance, etc. from personnel management and system management. Non-human resources focus on the business development, teamwork, and goal achievement of the department. Due to the different perspectives of attention of various departments, it often appears that the non-human department cannot understand the policies, systems, and personnel management implemented by the human resource department. Besides, the human resources department cannot stand in the business department to consider the human resources system related to the business and divorce from the organization's business practice. Therefore, the two parties are prone to conflicts at the level of employee management, human resource systems, and human resource policies.

Although the history of human resource management is not long, the thought of personnel management has a long history. In terms of time, from the industrial revolution at the end of the 18th century to the 1970s, this period is called the traditional personnel management stage. Since the late 1970s, personnel management has given way to human resource management. The personnel management stage can be divided into the following stages: scientific management stage, industrial psychology stage, and

interpersonal relationship management stage. Human resource management in the later period emphasizes people-oriented. We have found that modern HRM theory puts forward many ideas, but they are often more developed around human resource business modules, rather than considering the overall organizational development and business processes. In practice, many HR practitioners are often divorced from organizational practice and will inevitably encounter setbacks in HR policy formulation and implementation. Therefore, HR theorists and practitioners should give more consideration to the origin and resolution of conflicts with non-human resources departments. Only in this way can they effectively guarantee the implementation of organizational human resources policies.

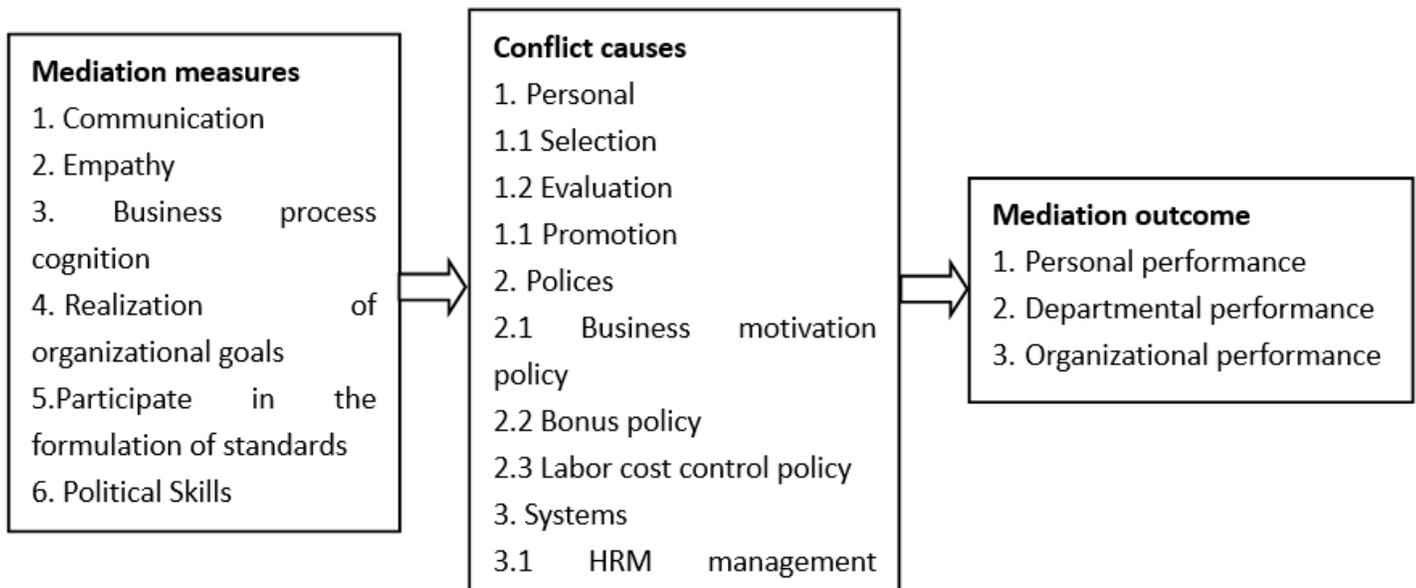
The human resources department often plays the role of a strategic partner and has a consulting function. Its service targets are oriented to the entire organization internally and externally, such as internal non-human resources departments and external labor supervision departments. Human resources departments usually focus on personnel management and coordinate the realization of organizational goals. In the practice of human resource management, it is necessary to resolve conflicts with non-human resources departments to achieve organizational goals and a win-win situation.

This thesis analyzes the origin of conflicts, the specific causes, and impacts of conflicts. Also, for the source of conflict, corresponding solutions are proposed. This article discusses four aspects of model construction, conflict source analysis, solution countermeasures, and results.

## **2. Analysis Model's Construction**

Before constructing the model, we investigated the human resources practitioners and managers of other departments in some companies. Combining with their suggestions, we analyzed and sorted out the origin of the conflict between human and non-human resources departments and the mediation measures that can be taken.

The conflict model with non-human resources departments is divided into three aspects: conflict causes, solutions, and results:



Our research found that the conflict between the two departments is nothing more than the selection and promotion of individuals, various incentives and reward policies, cost control, and management systems within the company. As a human resources department, corresponding mediation measures need to be taken. The result of mediation is ultimately expected to benefit from the three levels of individual-department-organization. Appropriate conflicts within the organization are conducive to the development of the enterprise, but excessively inappropriate conflicts can exacerbate and destroy organizational performance. Therefore, the construction of this model is conducive to resolving conflicts with non-human resources departments, achieving the implementation of human resources policies, and ultimately achieving organizational goals.

### 3. Causes Of Conflict With Non-hrm Departments

The human resources department tends to work around the development and utilization of human resources, and usually conflicts with other departments in three aspects: the personnel, the policy and the system.

#### 3.1 Personnel

The source of conflicts surrounding individuals comes from the key issues of employment, assessment, and promotion.

#### Selection

The selection of candidates by the human resources department often follows the objective criteria of recruitment and the company's employment standards and is less affected by subjective factors. When selecting personnel, HR practitioners are more rational and free from subjective thinking. As the first

threshold for selecting talents, the HRM Department has corresponding objective standards when screening resumes. The salary of newly hired personnel is based on the salary standard stipulated by the company, and the fairness of salary will not be undermined by subjective factors.

When non-human resources departments select talents, they are often disturbed by their subjective factors, such as their past experience, similar hobbies, extraordinary achievements in certain areas, and so on. They cannot judge the suitability of talents objectively. When paying wages, it is often because of a particular skill of the employee (such as solving a technical problem in a short time) and subjectively judges that such people should be paid for high wages. Compared with other employees in the same position, the fairness and justice of wages are undermined.

## Evaluation

The usual performance evaluation system is developed by the HRM department. The evaluation criteria of employees are completed by their direct-line leaders and the human resources department. When formulating performance standards, the human resources department will establish these regarding about the operating conditions of the entire company, the overall goals of the organization, and the actual conditions of each department. The standard setting is based on the principle of objectivity and fairness. When implementing the periodic performance evaluation, the human resources department is responsible for the implementation of the entire evaluation process to ensure the fairness of the evaluation. The human resources department is responsible for summarizing the evaluation results and giving the final performance evaluation grade. The employee's score is linked to the final performance bonus.

Non-human resources departments also need to participate in the formulation of performance indicators. However, when setting indicators, they often make suggestions that are beneficial to their departments. And these suggestions usually conflict with the company's overall strategic goals. In the specific implementation of the target assessment, the data and calculation methods of the indicators will tend to be provided in a way that is beneficial to them. Unfair performance indicators and data are often not approved by the human resources department.

## Promotion

The human resources department will focus on specific employee promotion standards, such as a comprehensive evaluation of work performance and attitude. Specifically, the promotion is measured according to quantitative standards. Moreover, the specific promotion of employees does not depend solely on a certain departmental decision but requires the participation of the human resources department. Generally, for employees who have been promoted, the human resources department will consider as a third party whether the candidate meets the company's promotion standards, and if they are not competent, they can make a request to refuse the promotion.

The non-human resources department proposes a specific promotion candidate to the company based on the performance of the employee in the department. But other factors are often ignored, such as character, professional ethics, and other non-work performance. Such recommended candidates may be rejected or suspended from consideration for promotion during the inspection of the human resources department. The most important factor in judging candidates for promotion by non-human resources departments is that they have good business skills and do not consider other factors too much. It is inevitable that there will be disputes with the human resources department on the appointment of candidates.

## **The impact of the conflict**

The above three conflicts about employees will certainly affect the stability of human resources policies, but more seriously it will cause confusion for employees. Whom should I trust? Because they often get inconsistencies in personal evaluation information, mainly from the human department and their serving department. The negative impact of this kind of internal conflict is huge, especially in terms of the personal performance of employees.

## **3.2 Policies**

### **Business motivation policy**

When non-human resources departments formulate their own business incentive policies, they usually motivate employees to the maximum. Its policies are highly inclined to benefit the employees of the department. Little consideration is given to whether it is in the interests of the overall organization. Correspondingly, incentive costs will also increase substantially. Because it involves employees' personal remuneration, the business incentive policy should be submitted to the human resources department and company executives for review.

As the human resources department, when reviewing business incentive policies formulated by other departments, they need to follow the principle of fairness and justice to conform to the overall interests of the company. The human resources department has the responsibility to control the excessively high incentive costs that are not in line with the interests of the organization. When adjusting certain incentive policies, it will inevitably affect the interests of other departments, and certain conflicts are inevitable.

### **Bonus policy**

When considering the distribution of bonuses, the human resources department will follow the principles, procedures, and methods established for bonus distribution. For bonus distribution that does not meet

the organization's regulations, HRM will consider communicating with relevant business departments or rejecting them. The human resources department plays the role of supervision and review.

When considering the distribution of bonuses, non-human resources departments usually follow the principle of rewards and the principle of maximizing the interests of the department, and give full bonuses as much as possible. They failed to give more consideration to the rationality of bonus distribution or the principles of organizational management. It is quite common to dispute the result of bonus distribution with the human resources department.

## **Labor cost controlling policy**

The human resources department is responsible for the overall labor wage calculation and basically proposes the wage cost budget at the beginning of the year. When making salary budgets, the human resources department will communicate with other departments to confirm the total annual manpower demand of each department and the annual manpower supply plan, salary quota, and total labor cost amount. The human resources department is responsible for rejecting manpower demands and wages budget that do not meet the business needs of the department.

When the non-human department cooperates with the human resources department to make the annual labor cost control budget, more consideration is the benefit of the department, such as struggling for more labor budget and more employees. Often their expected budget exceeds actual need. When discussing with the human resources department, disputes will arise. These departments often think that the business volume of their own department is very large, and the existing manpower cannot meet their business development needs. But they ignored the impact of labor costs on net profit as one of the important costs of the entire organization.

## **The impact of the conflict**

Due to inconsistent opinions on policies, it is not only an impact on different departments but also an impact on the development of the whole organization. The interests of the department should first ensure consistency with the development of the overall interests of the organization, instead of harming the development of the company for the interests of the department.

## **3.3 Systems**

### **HRM management procedure**

The human resources department will formulate a complete set of management procedures, such as recruitment procedures, performance appraisal procedures, and training procedures. Usually, all

departments are required to follow the process of the human resources department, which helps to ensure the smooth human resource management of the entire organization. In the specific implementation, the human resources department will strictly follow the pre-set process standards. Once it is found that the management procedure standards are not met, the human resources department will adopt inter-departmental communication and training measures to solve the problem. Generally speaking, management procedures have the characteristics of standardization and strictness.

When non-human resources departments consider employment, performance appraisal, and salary distribution, they often emphasize the business development of the department, and do not consider many of the organization's human management policies, or regard it as a constraint. There are often disputes or disagreements with the human resources department over procedural standards. In the concrete implementation of the management procedures, there is a lack of communication with the human resources department, and many management failures or violations of regulations are more frequent.

## **Internal punishment and reward institution**

The human resources department is responsible for establishing this reward and punishment system, which demonstrates a fair and equitable salary distribution mechanism. Departments and individuals whom complete performance should receive corresponding rewards, while those with poor performance will gain deducted rewards. Those who violate the principles of the organization system shall be punished accordingly. An appropriate internal reward and punishment system is beneficial to the healthy development of the organization.

The non-human resources department is sometimes not very clear about the HRM system, and even has conflicts of understanding. Of course, according to rational people's choices, each department will strive for the maximization of benefits for itself. Before formulating the corresponding system, the human resources department should communicate with various departments in advance and solicit opinions. In addition, proper training is also necessary. The prerequisite of the system must follow the beneficial realization of organizational goals and the principles of fairness and justice.

## **The impact of the conflict**

Behaviors that do not understand the system and do not support it, even with wrong judgments, will destroy the company's overall organizational atmosphere. A bad atmosphere will only cause the unhealthy development of the organizational system and the failure to achieve goals. In addition, it will hurt the tasks of various departments and employees in the organization. An organization needs a sound and common system, otherwise, it will not be able to achieve the goals of individuals, departments, and organizations.

## 4. Mediation

### 4.1 Communication

The original meaning of communication is the process of sending and receiving information for the two parties of information exchange to achieve a common purpose. Similarly, conflicts with non-human resources departments also need to be resolved through communication. Although the business areas and priorities of different departments are different, we can still solve the conflicts between departments through communication. No problem cannot be solved through communication [1]. Before communication, it is recommended that the human resources department should take the leading position in communication because the human resources department is good at developing interpersonal relations activities and the key of conflicts is also concentrated in the human resources department. At the same time, Non-human departments can also raise questions about human resource management. When communicating, it looks forward to the key points of the issues raised by both parties.

Suggested communication methods include formal communication, such as written, meeting, and official documents. Of course, there is also informal communication. We found that conflicts of interest within an organization are often not resolved through formal communication (such as meetings and issuing official documents), but through informal communication, many conflicts of interest between departments can often be handled properly. No matter what method of communication is adopted, the two departments should publish the results of the communication through formal channels and be recognized by the entire organization.

Communication requires certain methods and processes. Before communication, the department needs to sort out the conflict points, analyze the cause of the conflict, and come up with corresponding resolution strategies, rather than there is no result of communication [2]. Regarding the results of the communication, the department also needs to audit the effectiveness of communication to avoid ineffective communication [3]. Also, there are differences in individual behaviors when communicating. The department must fully understand the existence of differences, the impact of such differences on communication, and how to avoid them [4].

### 4.2 Empathy

The so-called empathy means that someone thinks about others from the perspective of others and has emotional resonance with others [5]. When the human resources department promulgates and implements relevant policy decisions, it is necessary to solicit the superior department in charge, but it also needs to communicate with other departments and interact with other departments or individuals. Even when formulating policies, considering their inner feelings or understanding their confusion is a manifestation of empathy. Therefore, if human resources want to gain support from other departments and reduce conflicts, empathy is a must.

Not only when making policies, but when implementing human resources policies, HRM should have a superb spirit of empathy. The human resources department is responsible for company-wide salary and performance measurement. The human resources department is not only a strict executor of the policy. When implementing performance evaluation, it should take into account the actual situation of other departments. Empathy is not only the ability to correctly perceive the other person's feelings, but also the appropriate empathetic response to the situation of others [6]. When designing and implementing related human resource management systems, it will definitely influence the interests of others. Whether this loss of interest is justified and whether it is considered for others are also a manifestation of empathy. When punishing or praising some people, we need to consider their inner feelings fluctuations from their perspective. Some scholars point out that empathy is emotional resonance and concern for some people in need, and it is an important factor affecting organizational behavior [7].

Although the non-human resources department does not work entirely around "people", business operations still need to have excellent compassion. This requirement needs to be followed by external customers, as well as for internal customers (such as the human resources department). When the non-human resources department cooperates with the human resources department in performance appraisal, indicator design, personnel selection and promotion, bonus distribution, etc, this not only touches the interests of the department, but also the interests of the entire organization and other departments. A leader who unilaterally considers self-interest and lacks empathy can hardly achieve career success [8]. Smart department leaders need to master certain empathy skills while learning business management skills. When such leaders communicate with their subordinates and other departments, the process will be much smoother. It is conceivable that the result of his work should be satisfactory. In general, a sound organization is full of empathy, its organizational atmosphere will be very harmonious, and the setting and completion of organizational goals will be more successful [9].

## 4.3 Common understanding of business processes

A business process is defined as a series of activities completed by different people to achieve specific value goals. There are not only strict sequence restrictions between activities, but also the content, methods, and responsibilities of activities must also be clear arranged and defined so that different activities can be transferred between different positions and roles [10, 11]. Within an organization, the human resources department and the non-human resources department play different roles and perform different divisions of responsibilities. The two departments need to have a common understanding of business processes and reach an agreement on certain key business nodes, which is conducive to the goal-oriented entire business chain [12].

Unfamiliarity with the business process will cause corresponding side effects. One of the important impacts is the misjudgment of the human resources department process from the non-human resources department. When the human resources department implements the corresponding human management policies, such as recruitment process, training demand forecast, performance appraisal, etc., it is easy to

conflict with the human resources department because of the lack of understanding of the process. One of the causes of the conflict is the lack of consensus on the process [13]. Similarly, when the human resources department formulates and implements corresponding policies, due to the lack of understanding of the business processes of other departments, the policy formulation lacks a practical basis. In future policy implementation, there is a possibility of failure due to the lack of practical support.

To achieve the smooth operation of the business process, the two parties should reach a consensus on the business process. First of all, when two parties are formulating the business process, they should participate in the discussion of the standardization and practicality of the process. During the discussion process, each expressed their opinions and found the defects of the process, and corrected them. Secondly, each provides corresponding process training. After each department formulates business process specifications, different departments and personnel should be trained. After the training, the awareness and use of the process will be strengthened [14]. Finally, each department should consider the operation of the entire organization when formulating the process. People cannot unilaterally consider departmental interests and operations, and lose the core of the entire organization's goals. Only by considering the formulation of processes around the goals of the entire organization can we ensure that the policy formulation of human resources and non-human resources departments does not deviate from the core direction.

## 4.4 Achievement of organizational goals

Organizational goals are expressed as the future conditions that the organization hopes to strive for, including missions, objectives, indicators, quotas, and time limits. Generally, all kinds of organization members are trying to achieve organizational goals. In order to complete the organizational goals, the members of the organization must pay a certain price [15]. Although the human resources department and the non-human resources department play different roles, they all work around the organizational goals. Only the achievement of the overall goal of the organization can guarantee the achievement of departmental and individual goals [16, 17].

Departmental goals of human resource and non-human resource are different. Former's departmental goals mainly involve the development of human resource management. Specifically, there are human resources recruitment, training and selection, and human development issues. Therefore, its departmental goal is to develop around people's work, and the core is to stimulate the inherent potential of human resources to better work for the organization[18]. The latter's departmental goals are more centred on departmental business development. On the one hand, it considers the achievement of departmental performance and realizes the tasks assigned by the organization. On the other hand, it better meets the needs of internal members of the department, such as development needs, psychological needs, and inner care.

Conflict and resolution of goals between departments. The non-human resources department has different goals from the human resources department, and conflicts between the two sides are inevitable.

The concrete manifestation of the conflict is that the human resources goals set by the human resources department are inconsistent with the goals of the business departments; the incentive goals, human development goals, rewards and punishment measures set by the business departments deviate from the policies and measures of the human resources department. The conflict of goals between the two parties will only have a negative impact on the overall development goals of the organization. If an atmosphere of negative conflict prevails in an organization, the members of the entire organization will fall into a state of non-cooperation, which will result in the collapse of the organization's functions. The resolution of target conflicts can be resolved through communication and negotiation. Specific methods include: sharing of departmental goals; setting departmental goals around the organization's overall goals; appropriate conflicts exist, but the result of the conflicts is to achieve the overall goals; both parties have an in-depth understanding of each other's business conditions and provide each other's goal suggestions.

## 4.5 Co-participation in work standard setting

Work standards refer to the standards for work items that need to be coordinated and unified in the field of standardization. It is the regulation of the work scope, responsibilities, rights, procedures, requirements, effects, inspection methods, etc. At the same time, it is also a work quality standard formulated according to the job position [19, 20]. Work standards include management business work standards and operating standards.

The work standards involved in the human resources department include human resources recruitment standards, staff recruitment standards, staff promotion standards, salary adjustment standards, and staff reward standards, etc. [21]. The formulation of these standards is based on the actual business development needs of human resources and must be consistent with the direction of the company's organizational development. It should be said that with the relevant standards of human resources, the work of human resources is more in line with the requirements of process norms [22]. The work standards involved in the non-human resources department include the department's business processes, business management specifications, personnel management regulations, internal incentive regulations, etc. It should be said that the human resources department involves more standards and norms related to the salary, position, and career development of all staff, while the non-human resources department has more standards related to business development and is more inclined to transactional work content instead of human resources work.

The standards established between departments will inevitably contain unintelligible and conflicting content [23]. For the formulation of some standards, the two departments should jointly discuss whether the content is in the interests of each department and whether they can understand the work standards. Many conflicts between departments are due to a lack of understanding of their respective standards, leading to conflicts in the specific implementation process [24]. Once a similar conflict occurs, the various departments should discuss whether the work standard is in the interests of the organization and the

department, whether it is the result of the misunderstanding of other departments, and whether a higher level of leadership is required to regulate the entire standard.

## **4.6 Political skills**

The political skills we define here are more inclined to make full use of the organization's empowerment by the company, and carry out inter-departmental work within the scope of authorization to improve work efficiency [25, 26]. The study also found that the department or individual who is good at using the organization's authorization can get better work results. However, if the department is not fully sensitive to the authorization, the implementation of the work within the organization is subject to greater resistance, and the work results are not very satisfactory.

The organizational authorization, usually owned by the human resources department, includes powers such as recruitment and selection, job performance evaluation, training and evaluation, and personnel promotion suggestions [27]. These powers often revolve around the personal career development of employees. Once the power is used improperly or poorly, it will harm the entire organization more negatively. Although the non-human resources department involves organizational authorization which also includes departmental employee management, promotion, assessment, etc., it is still different from the authorization of the human resources department. The human resources department often considers the organization and employee development more and participates in the human resource management of the entire organization or other departments as a consultant [28]. Its important human resource management function is far greater than that of non-human resources.

There are often different conflicts between the two departments, and the final consistent result cannot be obtained. At this time, the departments must make full use of the organization's authorization to carry out their work with each other. The rights granted by the organization are to make the department or individual better achieve the work results, obtain mutual supervision, guarantee the implementation of tasks, and play the role of rewards and punishments [29]. When the human resources department is carrying out management work and involves resistance from other departments, HRM can make full use of the personnel power granted by the organization to supervise and manage human resources work [30]. For matters that still cannot be resolved, the HRM department can appeal to the superior and ensure the smooth execution of the work items through high-level arbitration. The non-human resources department can also adopt this method when it encounters unreasonable resistance from the HRM department. Power is also a tool to resolve conflicts, handle disputes, and ensure job performance.

## **4.7 Process management supported by the software**

Digital software management can avoid work delays caused by work processes to a certain extent. Universal digital management software includes HRM, finance, marketing, operation, and so on [31]. In our daily work, we often find that paper documents cannot be delivered to each member smoothly, and

even in the process of delivery, there will be serious delays, misinterpretation of the information delivered, and distorted content. These are all related to the management process. It should be said that digital process management can solve some problems.

When the human resources department issues relevant human resources policies, management regulations, rewards and punishment measures, etc., the usual mean of disseminating documents is digital online transmission. And for some daily work matters, such as employment plans, personnel evaluation results, training programs, salary adjustments, personnel promotion, etc., professional human resource management software can be used to solve them. This professional human resource management software is connected with the management process of each business department, which can effectively prevent the incomplete execution of work and the failure of tasks to reach each node. Even if a certain business department does not cooperate or deliberately forgets the process, there is software monitoring first, which can distinguish responsibilities and effectively improve the management process node [32]. Similarly, when the business department feeds back human management information, it can transmit information through a digital interface. At present, many multinational companies adopt digital management models. The traditional paper-based model of working will be eliminated in the future.

It should be said that it is inefficient to resolve conflicts between departments purely through system management. Online management software systems have to some extent solved the problem that task nodes cannot be reached and responsibility cannot be attributable. Digital management improves work efficiency and resolves unnecessary conflicts.

## **5. Result**

We believe that proper resolution of the conflict between the two departments can improve performance; and improper handling or even aggravation of the conflict will only affect the performance of individuals, departments and the entire organization. Therefore, destructive conflicts are not supported.

### **5.1 Personal performance**

Employees who have witnessed the conflict between human resources and non-human resources departments will misjudge the company's human resources policies and systems. Of course, the conflict situation will eventually affect the work performance of individuals in the organization [33]. The first impact is the periodic performance appraisal plan and implementation. Because the department's conflicts on the performance plan will affect the the employee's performance, and it is difficult to have a positive personal work result. The resolution of the conflict and the department's consensus on the system and process standards will ultimately promote the successful completion of individual performance.

## 5.2 Department performance

The biggest impact of inter-departmental conflict is the completion of departmental performance. The human resources department often serves various business departments in the organization [34], and plays a role in the implementation of the entire human resources policy. It is also often the spokesperson of company culture [35]. Once the two departments have a dispute, it will affect the smooth development of the work of each department, especially the use of manpower, rewards, and punishments, and promotion. Ultimately, the intensification of conflicts will lead to the destruction of the development and use of human resources, and often lead to a negative impact on the department's organizational performance.

## 5.3 Organization performance

The performance in the organization is affected by the successful completion of individual and departmental performance. Because of the conflict of interest between departments, personal performance and department performance cannot be successfully achieved, and organizational performance will also be strongly affected. Organizational performance is based on the smooth execution of the work of departments and individuals. Conflicts often only lead to an adverse effect on the organization's atmosphere, which can exacerbate the negative effects on organizational goals. Therefore, strong inter-departmental friendly cooperation is an accelerator for achieving organizational goals.

## 6. Conclusion

Many studies mistakenly believe that the difficulty in implementing human resources policies lies in the problems of the human resources department or external environmental problems, and often overlook the support and cooperation of other departments. Lack of inter-departmental understanding and negative conflicts will only cause the human resources department to fail to achieve the expected goals. The research started by investigating the origin of conflicts between human resources and non-human resources departments within the organization and analyzed the sources and important effects of conflicts. In response to the source of these problems, corresponding arbitration measures have been proposed. The purpose of these measures is to improve the relationship between departments and reduce unnecessary conflicts. Once this type of conflict is resolved reasonably and properly, the execution of human resources work will have better results. In addition, it will also have a positive impact on the performance of different levels.

## Declarations

## Ethics approval and consent to participate

Not applicable.

## **Consent for publication**

Not applicable.

## **Availability of data and materials**

The datasets used and/or analyzed during the current study available from the corresponding author on reasonable request.

## **Competing interests**

The authors declare that they have no competing interests.

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## **Authors' contributions**

The author Chen Zhisheng is responsible for all the paper ideas, references, theoretical models, follow-up analysis and conclusions. All authors read and approved the final manuscript.

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