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Notes:

The impact of workplace dispute resolution on Employee's satisfaction and productivity in an  
organization in Ireland

A dissertation presented for the Master of Arts in Dispute Resolution at Independent College  
Dublin

By

Isadora Silva Araujo (51720990)

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## **Abstract**

Ireland's organization can run virtually their conflict management drills, anticipating the problem-solving strategies that any district or public solution might suffer. Still, workplace conflict management doesn't work in a vacuum. In the longer term, a range of public organisations have been arranged to resolve workplace conflicts in various ways. It is quite difficult for organisations to monitor workplace conflicts. The developing figures answer by proposing different types of Alternative dispute resolutions (ADRs). As examples of workplace conflict have shifted from general issues to individual complaints, companies and public help societies have turned to intervention, line managers, advocacy, internal debate committees, facilitation and avoidance as options rather than long-established strategies for complaints and debate, state reconciliation organizations and courts. The research aims to analyze the impact of workplace dispute resolution practices on the satisfaction and productivity of an employee in an Irish organisation adopted the qualitative research design. Interviews are conducted based on the research topic. Interviews are conducted from people working in the Irish organizations. The results have shown that conflict resolution places an essential role in employee's productivity and satisfaction level at workplace.

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The impact of workplace dispute resolution on Employee's satisfaction and productivity in an organization in Ireland

## **Chapter I: Introduction**

This chapter will discuss the overall background and history of the topic selected. The intended aims and objectives and research questions will be devised in this section. Moreover, the problem statement and the significance of the research will be demonstrated.

### **1.1 Background**

Conflict in the workplace can be expressed as a situation that arises from misjudgment or inconsistency due to conflicts in assets, mindsets and conclusions. The main drivers of workplace conflict in Ireland have changed significantly over the years (Teague et al., 2015). The organisations aims to handle conflict in a number of ways in response to progress, while engaging some of the wider Apache in modern relationship and human asset management (Pendharkar 2020). This study aims to dissect the most repetitive types of conflict in the workplace of the organisations, examine compelling ways to manage these conflicts to reduce their negative effects, and the ways in which their management affects employee achievement and efficiency.

As some of the concerns expressed by Anthony Ker SC in the European Labour Law Journal prior to the 2015 change, there are five different frameworks for the resolution of legal debates in the Irish workplace, for example, "Labour Tribunals, Employment Appeals Tribunals, Rights Commissioners, The Equality Tribunal and the National Employment Rights Authority", which typically govern a number of different types of workplace issues, such as the enemies of apartheid,

outdated excuses, wages, consistency of work principles with modern-day debates and considerations.

Arguments that do not fall into these categories will be settled in ordinary court. While the constitution and powers of these legal workplace debate resolution frameworks have changed in the long run, the accompanying bright spot came in 2015. Most of these committees are made up of non-legal advisors, but their decisions are conclusive, but with caution. Another attraction of circuit courts (sometimes), and the general right to bring claims to the High Court on regulatory issues; these courts Three-fifths of them were held in public.

In 1990, the Labour Court's appeasement administration was split into another body, the Labour Relations Commission (LRC), which was also accused of promoting good modern relations through its advisory services. The LRC is also responsible for organizing the Rights Commissioner Service, which was established in 1970 to handle debates including crowds or small gatherings. Freelance commissioners work by mediating and resolving issues arising from conflicting commercial agreements or presumed interruption of individual commercial privileges (Cashell 2010; Hann and Teague 2012). The Privileged Commissioner is a clerical arrangement appointed by the LRC after meetings with employers and workers' guild associations. Complaint and disciplinary techniques and rules for dealing with workplace harassment are set out in the training code developed by the LRC. Complaint and disciplinary rules are generic and do not explicitly arrange for the use of ADR drills. Periodically, LRC moderators have suggested that in situations where traditional appeasement policies have neglected to decide debates, the gathering of issues should favor intervention (Curran 2014). The incidence of LRC-driven interventions remains small. Currently, the LRC, Labour Court and Rights Commissioner remain the key organisations in Ireland to debate and resolve areas claimed by private and commercial states. Specifically, rights

commissioners and courts have logically gained a wider venue, as freedom of work has been achieved through regulation, especially if it lasts for many years. While everything employees can ask the Rights Commissioner, the LRC and the Labour Court have also expanded their powers as gatherings of Publicly Assisted workers, previously limited to public assistance mediation and intervention programmes, have also entered both institutions. The LRC and Labour Court govern union districts and the union workforce. The rights commissioner's services extend more broadly to disorderly companies and labor. During the public compensation arrangements process in the 1970s and under the public social association arrangements somewhere in 1987 and 2009, the arrangements for debate resolution were closely related to the work of the LRC and the Labour Court in general problem resolution. Under each of these public compensation barter schemes, for all issues in the public arrangement, reference to mitigation and settlement is a mandatory component of debate resolution. Beginning in 2003, Labour Court recommendations on endless disagreements about ordinary continuing change in relation to pay began restricting public-arranged gatherings.

Issues in public assistance are dealt with through a series of "Compassion and Assertion (C&A) programs". The C&A program has been around since the 1950s, as comprehensive deals have become a routine tool in determining compensation and status of community workers. Mollification is carefully negotiated, guided by a director from the employer's side, with the occasional but uncommon cooperation of an intermediary appointed by the Treasurer. Statements have been given by forms including individuals from associations and employers, guided by a free seat (McGinley 1997). With the disintegration of social associations in late 2009, public assistance employers and associations entered a period of turmoil in modern relations, not unlike the short-term layoffs of certain offices and the potential for wider modern conflict. In March 2010, the

assembly reached an understanding (the “Croke Park Agreement” (CPA)) in which employers agreed not to be forced to make further pay cuts or necessary layoffs until 2014, as a trade-off for cooperative activities with the association . Changes in cost savings, changes in aid transportation and work drills, and redeployment of staff. The Croke Park agreement has been thoroughly co-operated and appeased by the Law Reform Commission. Under the Crocker Park Agreement, another executive body was established to screen and examine investment funds and changes, and to manage any executive given that arises. The agency has one free seat and three individuals from employers and associations. Executing agencies meet to resolve translation and execution issues before offering reassurance and additional statements. Based on the rallies in question, arguments under the CPA are implied to be referred to the LRC and Labour Court or Vital Public Help C&A colluding to resolve. Either “finally” or conveyed to accompany the decision. All phases of the strategy are subject to consistent time constraints (Ministry of Public Expenditure and Reform, 2013). It has been seen that are covered by CPA, matters that are ignored in meetings for fear of being discovered, can refer to the Management Institute investigation group, which can help the meeting reach an agreement. If a settlement cannot be reached at this stage of the approach, either party can refer the issue to an agreed adjudicator who has made a restrictive recommendation. Originals of Neighborhood Checks are often of limited use and cycles are largely based on traditional methods, culminating in Labour Court recommendations.

Labor, employers and job legal advisers began calling for major changes in the mid-2000s. Finally, Richard Burton TD, then Minister of Employment, Enterprise and Innovation, issued a statement announcing “critical and extended” changes that would resolve isolated, smooth, effective and peaceful workplace conflicts. The arrangement will be executed to establish a framework. Results are very overdue. Workplace Relations Act 2015, which created the WRC. The WRC, in addition

to the Labour Court and the National Employment Rights Authority, has changed each of the five sets of laws that address workplace issues so that the broad debate previously dealt with by these committees can be addressed. The subsequently developed framework for resolving workplace debates is roughly as follows.

Discussion should be the most normal strategy for conflict resolution, and it should be successful when the interests of opposing parties are considered part of the normal way and some of them are unique. It is a fundamental interaction through which understanding or trade-offs can be reached, while staying away from arguments and arguments. Because the basic essence of communication includes to a large extent the ability to transcend current thinking and develop alternatives from there. It can help organizations compile a decent presentation schedule by setting goals that help drive layered execution. As one occasion, reviews under conflict management procedures were used in optional schools. It reasoned that an exchange internal conflict management procedure involving alternative schools in the Kisumu region should be particularly feasible when expanding the scope of the presentation (Kulbaciauskaite 2021). Another part of the internal strategy for conflict management should be external mediation, while management engages external consultants to resolve conflict issues.

Another strategy to aid conflict management should be external mediation, where management essentially hires external experts to handle the problem. As Shelton and Darling (2004) point out, managers used to be strategic outsiders when every effort was directed towards resolving the pervasive problem of conflict that had failed. Because, they are primarily responsible for the display of authority, they used to include an outsider, which can exacerbate conflicts in which an organisation's exhibition is fundamentally affected (Olang 2017).

As pointed out by Rahim and Bonoma (1979), conflicts often arise between groups, people, states and workplaces. As an individual who is usually connected to each other in the workplace and at parties, different standards and conditions come from indomitable. So conflict can be seen within a country. A small number of people working in the organisation were attested for inconsistency.

According to Huseman (1977), conflict management is essentially seen as a distinction between valuable conflicts within an organisations. Conflicts are largely useful and should be eliminated. Also, conflict management in the workplace should be aimed at people who can work under pressure and face difficulties from now on, who may not think twice about work and may be useful.

As Olang (2017) shows, the main goal of conflict management is to pre-determine existing conflicts that are valuable to the organization, or should be a significant negative link, usually isolating normal conflicts. Also, in the conflict management process, there are a few important things.

The basic premise of this interaction is that the leader understands what kind of conflict is taking place and how he handles it. Conflicts can arise from conflicting positions, conflicting goals, differing beliefs, or differing assets. Conflicts can be monitored by determining their type, which will help resolve the problem (Jaffee 2008). All things considered, managers need to understand that there is a lot of conflict in organisations. If this is true, the Chief can choose an appropriate debate resolution strategy. As conflicts generally change, managers should focus on the complexity of conflicts. Ultimately, managers should differentiate between conflict-related issues and have the option of auditing accessible assets to manage conflicts.

Workplace conflict has been identified as the most damaging precursor to opposition, namely the risk of unemployment, reduced employee job performance, and, surprisingly, an eventual general

decline in employee execution. Therefore, the execution of layered work is significantly reduced. As research has shown, conflict is fragile and can adversely affect the attractiveness and availability of the best entertainers in the workplace. Researchers and managers subsequently identified workplace conflict as the most damaging factor (Olang 2017).

At the same time, conflict can have a certain impact on the nature of the workplace. The aim is for organisations that do not have productive HR offices to play an active role in the further development of human resources and for organisations to join some kind of organisation or alliance led by the organisation for their own employees (Kulbaciauskaite 2021). Conflict over issues can be a positive quality, creating a troublesome atmosphere for employers to get things done again, leading to improved level execution and employee happiness at work.

## **1.2 Aims and Objectives**

The aim of the research is to analyze the impact of workplace dispute resolution practices on the satisfaction and productivity of an employee in an Irish organizations

The core objectives of the research are

- To determine the most common types of conflict in the workplace in the last five years.
- To identify advantages and disadvantages of different methods of conflict resolution in the workplace.
- To determine the best strategy for Irish organization for resolving conflicts at workplace

## **1.3 Research Questions**

The primary research question is

- How the conflicts are managed in the workplace that influence employee satisfaction and productivity?

The secondary research questions are

- What are the most common types of conflict that occur in the workplace within last five years?
- What are the conflicts that arises within Irish organizations in last five years?
- What is the best strategy that can help to resolve conflict in workplace?

#### **1.4 Significance of the Research**

The research will benefit many other employees within the organization who will be able to gain knowledge and understanding of conflict management and its impact on the employees they work with. This will also provide stimuli and thus help avoid perceived conflict primarily known as fictional conflict. This will further benefit management as conflicts remain to be resolved, as this could lead to poor customer service and reduced sales and profit sharing. The research will help the company's projects to create a positive image of the company in the public eye. In addition, this research will benefit the government, aiming to obtain those dynamic working conditions that will further transfer to professionals and, with the help of quantity and quality, will be able to reach international level market for products and services. This will guide the project into the country's economy and boost it. However, it is also a very good productive organization and will employ more people due to diversification, mergers, expansions and acquisitions, thereby turning to reduce



unemployment. This research will also benefit the public as it will help increase knowledge of conflict management in everyday life.

### **1.5 Problem Statement**

The main feature of organisation conflict is the conflict between individuals working for the organization to achieve points and goals. In essence, conflict is often due to different roles working with different cultures, foundations, environments, perspectives, goals, and assumptions (Yarbag, 2015). In any case, working in a team, everyone should be an individual with different emotions, mindsets, thoughts and foundations. Employees often experience conflicts related to coverage as well as modes of transportation. Therefore, conflicts within organisations are not new and have been studied in advance according to different viewpoints.

Due to frequent conflicts within the organisations, many organisation exhibitions should be fixed plunges. The clothing riots that experts see in terms of superior working conditions and various interests come at a price, which will primarily affect the performance of the organisation. The key overheads are the profits of the business and the reduction in total revenue in the face of unfortunate conflict management. This suggests that organisation demonstrations are largely upgraded with the help of strong conflict management (Perez et al. 2007).

### **1.6 Overview of the chapters**

The first chapter is based on introduction which consist of background of the research, aims and objectives, research questions and significance of the research. The chapter II will be based on an

analysis of the Literature Review and will state about the gaps that are within the Literature Review. The third chapter is based on methodology which includes research method, approach, and research instrument as interviews and the ethical consideration. The fourth chapter will be based on findings from the interviews and the thematic analysis from the answers gathered. The last chapter will be based on the conclusion and future recommendations.

## **Chapter II: Literature Review**

### **2.1 Conflict in the Workplace**

Real ideology, access to resources, and points of view may lead to workplace disputes, resulting in contradictions or misunderstood ideas. Conflict will erupt if warning indications of internal strife are not recognised in the earliest stages. Keep an eye out for conflict signals, Turkalj et al. (2008) recommend. A group may become enslaved to conflict if it is not addressed. To avoid getting into a quarrel, organisations that solely worry about the bottom line are more prone to neglect the importance of maintaining strong connections and fostering a sense of unity in the workplace. McKibben (2017) argues that dictatorship, hostility, disdain, poor morale, conflicting goals, and so on are all indications of a struggle.

### **2.2 An overview of previously published literature in the concerned area of study**

Few results have been yielded in investigating how workplace conflicts in Ireland have been handled historically. However, the growth of professional personnel and industrial relations management has coincided with the emergence of formal dispute and grievance mechanisms. Apart from it, several noteworthy events took place as well. In the 1960s, “complete agreements,” which contained compensation and conditions as well as means to resolve conflicts, were commonplace. Unfair Dismissals Act of 1977, enacted in the 1970s, was a major step forward in ensuring fairness in the workplace. In 1980, the Federation Union of Employers (FUE), which preceded IBEC, said that procedures had altered because of a larger plan in industrial relations, which was in part driven by quick changes in product markets, labour markets, and technology. (FUE 1980).

The Commission of Inquiry on Industrial Relations, established in 1978, lamented the absence of widely adopted methods for resolving disputes, even with these advancements or without relying on real-world data. According to the committee, this is a fundamental weakness in the way industrial relations are managed at the moment. Irrespective of that, studies conducted in the 1970 and 1980s found that conflicts and means to register complaints were prevalent in Irish firms. It was determined that 86% of big organisations (with 500 or more workers) and 66% of medium enterprises (with 100-499 people) had formal processes in place to deal with claims, complaints, and disciplinary actions in 1975, as suggested by Gorman et al.

It was observed that almost all (90%) of the manufacturing firms with more than 50 workers were using documented procedures. There were more processes at companies with unions. It was unclear what was going on outside the industry, and some individuals assumed that formal methods were far less widespread in the service sector than in the manufacturing sector. Grievances and conflicts were examined in a survey of workplaces with at least 20 workers in 1996–97. According to the research, an estimated 40% of Irish-owned firms and 70% of worldwide subsidiaries utilised state-provided third-party facilities to resolve disputes. As a result, just 20% of Irish workplaces had limitations on how they dealt with complaints inside the corporation, instead of 33% of foreign multinationals. In the workplaces of smaller organisations, formal processes were observed to occur less often. According to data from a representative sample of private-sector employers, more than 97% of public sector employers employed formal dispute resolution procedures in 2009. More than 70% of private organisations now use formal methods to resolve disputes, up to 52% in 2003. According to Watson et al. (p. 17),

For private enterprises, formal conflict resolution mechanisms may be characterised using data from 2003. Sectoral disparities were not meaningful when other considerations were taken into

account. Formal conflict procedures were far more common in large companies, multinational corporations, and unionised employers (Williams et al., 2003, pp. 59–63). In the early 1990s, the distinctions across sectors in how frequently conflict resolution approaches were utilised may have disappeared, according to these findings. In addition, the size of the firm and the possibility of unionisation vary by industry. In 2008, Hann et al. conducted the most comprehensive analysis of how often conflict resolution processes and practices, particularly ADR procedures, are employed.

Over 500 businesses with 20 or more private and public employees across Ireland were surveyed for this study. A survey of 505 Irish private and state-owned companies with 20 or more employees was conducted to provide a good representative of the country's overall economy. According to the study, many of the 505 Irish private and commercial state-owned enterprises with 20 or more workers employed formal written grievances and disciplinary processes that engaged increasingly higher levels of management to resolve individual employee conflicts (Hann et al., 2009, p. 17). It was revealed that big and medium-sized organisations (more than 50 people) were more likely to use multistep procedures than smaller ones. Manufacturing firms had a higher percentage of them than service firms. Disagreements between groups of employees could be resolved formally and in writing in 43% of businesses. Nearly half of the survey sectors' workforce was employed by 43 per cent of enterprises.

These methods were utilised more often by medium and large enterprises than by small organisations (70 percent compared to 41 percent). Individual conflict resolution methods and formal procedures for dealing with group differences were more widespread in unionised workplaces (67 per cent) than in non-unionized firms (61 per cent) (51 per cent vs 40 per cent). The analysis found that formal grievance and dispute procedures were more widespread in multinational corporations controlled by persons outside Ireland than in Irish enterprises. As cited

in Hann and colleagues (p. 14–16): Response to an expanding body of employment standards and speeding up and settling conflicts within the confines of an organization's objectives are the most significant improvements to the way firms deal with disputes today.

### **2.3 Importance of employee satisfaction and productivity**

Employee behaviour, contentment, and output may all impact morale. It is important to keep an eye out for poor morale in the workplace since it harms both the organization's production and the working environment. Mascha (2007) argued that factors like clear job descriptions and a well-coordinated team are important when it comes to employee morale. Workplace attitudes, performance, and interactions with coworkers may all impact an employee's sense of well-being. Even though several factors might influence employee morale, (Barmao, 2012) contends that employee behaviour and interpersonal interactions are the most important. According to the author, employees are more likely to be inspired and collaborate effectively when their morale is high. Employees who have a positive outlook on life tend to perform better in their assigned position.

It begins with the organisation, its effective leaders, and its influential peers, all of whom have a hand in building positive morale at work. Employees with strong morale are more likely to succeed if they have a stable work environment, supportive employers, and defined job responsibilities, according to Bowers et al. (2009). Employees that are dissatisfied or have a negative impression of their employer exhibit low morale. (Barmao, 2012) claims that employees are less productive when morale is low or negative. Management and leadership must ensure that their employees are equipped with the authority and resources to carry out their responsibilities. During his investigation, Garland (2002) discovered that workers with poor morale were often absent when

high turnover and sick leave policies were not strictly followed. Low morale has been related by Bowers et al. (2009) to workplace disputes, a lack of personnel, uncomfortable working conditions, and a lack of a voice. In addition, workers are dissatisfied with their work situations. A lack of confidence in the future leads companies with poor morale to increase their reliance on outsourcing.

Organizational revenue levels, competitiveness, and a shift in aims have been linked by Sauermann and Cohen (2008). Morale in the workplace is harmed by poor management practices, such as making it difficult to communicate with coworkers due to the command line. For example, according to Garland (2002), poor communication among employees leads to low morale and distrust. These concerns impede management's ability to resolve issues with workers and monitor their behaviour. Because poor morale directly impacts how successfully employees and groups do their duties, the author claims that it may quickly spread across a company. It's fair to say that a person's commitment to and contentment with a company demonstrates how much the business values its personnel.

#### **2.4 Reasons for workplace dispute/conflict**

Disagreements may arise in any organisation, even if the rules and procedures are properly implemented. Conflicts arise due to a variety of reasons, including miscommunication. The difficulty is that if they aren't handled quickly, they might become a problem in the office. People are less productive when they get into conflicts about minor issues at work. Disputes at work propagate negativity across an organisation. In order to put an end to them and restore order, management must act promptly and effectively on the situation. It is possible to understand conflict

using a framework. Throughout the framework's five phases, a dispute will inevitably arise. The greatest way to describe the latent phase, which seems to be approaching a fight due to anxiousness, was by Pondy (1992).

There is less conflict in the second phase, but it is still there. It's much more personal in the third phase than in the previous two. After a fight, Pondy (1992) states that it's important to illustrate how the conflict impacted individuals inside an organisation. Pondy (1992) suggests that his model may be used to look at differences inside organisations, even though conflict is always changing.

#### 2.4.1 Workplace values

Workers over the age of 50 may have a different perspective on what constitutes a successful job than those under 25. Fights may break out if you refuse to acknowledge that others' ideals vary from your own. Quarrelling in the office may harm morale and productivity. Employees' self-esteem and collaboration may suffer due to unhealthy workplace competitiveness.

#### 2.4.2 Failure to abide by the workplace policies

Every organisation has a set of policies and procedures in place to ensure that its personnel appropriately conduct themselves. Workers who don't abide by the company's regulations and standards will not be employed. Every employee needs to recognise that the rules are designed to benefit them and make their workday more enjoyable.

#### 2.4.3 Opposition of employees towards changing workplace policies



Management reorganises the workplace and alters the way work is done for the benefit of workers, which some individuals dislike, although this is done for a good purpose. It's now on the management to assist employees in embracing and comprehending the need for change to begin again.

#### 2.4.4 Improper supervision

As a result of a lack of supervision at work, conflicts are inevitable. To ensure that tasks are completed, managers and team leaders need to be aware of their supervisory responsibilities. Each team member has to be able to recognise and be open to hearing the views of others, even if those views differ somewhat from their own.

#### 2.4.5 Lack of clarity in assigned jobs to employees

Disputations over the most critical aspects of a work are process-related issues (Jehn, 2001). When duties or responsibilities are unclear, or someone else is in control, these arguments are more likely to occur. There might be process conflicts if the tasks are not clearly defined. Employee morale may be boosted or lowered depending on how these issues are handled. A certain degree of conflict is necessary for a company to achieve a particular level of organisational effectiveness (Jehn, 2001).

Employees must be able to conduct themselves professionally while on the job. Some employees are careless, while others are very attentive. Employees will benefit from training programmes that help them better grasp their roles and the responsibilities that come with them. Problems emerge when new workers are given job descriptions without sufficient explanation. Employees may get

confused if the demands of their jobs change often. Some employees have no idea of their work obligations, even after many years of experience. To ensure that everyone understands what they are expected to accomplish, it is preferable to conduct training sessions regularly rather than only at the beginning of their employment.

#### 2.4.6 Poor communication among the employees

Teams and team members frequently get into disagreements at work because they don't communicate with each other. When workers have questions, they should be able to approach management for answers. Teams require leaders who can communicate effectively with their members so that everyone understands their roles and responsibilities. Peers and employees who don't communicate adequately might also cause problems.

#### 2.4.7 Differences in personality

You'll find folks from many walks of life working together in the same company. Having different personalities on a team might cause challenges at work. Because of their differences, team members don't appreciate each other. A significant impact will be made on how workers work together and the amount of work they accomplish. When anything goes wrong, the individuals in charge of fixing it must act quickly. Each employee needs to know their colleagues' strengths and shortcomings so that they may respond properly.

### **2.5 Types of conflict in the workplace**

Conflicts and disputes may arise in the workplace due to employees' wide range of viewpoints. Three of the most typical forms of workplace disputes will be discussed in this section. According to Shonk (2021), conflicts in the workplace may be divided into three categories: conflicts over values, conflicts over tasks, and conflicts over relationships.

### 2.5.1 Task Conflicts

The first form of workplace conflict, task conflict, frequently includes specific difficulties linked to the job assignments of workers. Disagreements may stem from differences over the allocation and use of resources, disputes on processes and rules and expectations, or differences of opinion on how facts should be assessed or understood. Conflicts over assignments may be described as arguments about accomplishing a job or differing points of view (Amason et al., 1997). The capacity to think more clearly and make better judgments may benefit from increased productivity. Such arguments might harm employee morale, but they can also spur fresh thinking and improve decision-making skills (Jehn and Mannix, 2001). Conflicting personalities may be useful in a group setting, but this does not make them legitimate since they are more concerned with the task than the individuals involved.

### 2.5.2 Relationship conflicts/Personal conflicts

There are two types of conflict: intrapersonal conflict and interpersonal conflict. Distinctive personalities, styles and preferences might lead to conflict. People who have never met face-to-face are frequently forced to work together in groups. Hence, it is not unexpected that workplaces are riddled with conflict. According to Pinkley (1990), personal conflict occurs when individuals

disagree or do not care about norms, traditions, and behaviours. Personal disputes are a result, according to him, of the members' hostility, resentment, and grief. Because it distinguishes between cognitive and emotional conflict, according to Amason (1996), the idea is sound. As a result, low morale is exacerbated by members' rage.

### 2.5.3 Value conflicts

It's the third form of competition: a clash of values. Some of the root causes of conflict include divergent identities and values, such as those related to politics, religion, ethics, and social norms. Even though it is customary for corporations to avoid discussing politics and faith in the workplace, there may be differences of opinion regarding principles while deciding whether to implement an affirmative action programme or accept a customer with political connections. According to MIT researcher Lawrence Susskind, when people's values diverge, they become more protective, sceptical, and distant from one another. If a party is so adamant about adhering to its beliefs, it may reject exchanges that would benefit it in other ways as well.

### 2.5.4 Workplace bullying; A type of workplace conflict

Bullying is a kind of conflict that affects people's lives on the job. Only the years 2001 and 2007 contain data on the frequency of workplace bullying. As of 2007, little under 8% of employees were bullied in the workplace, a statistically negligible rise over 2001 (O'Connell et al. 2007: 10). Education, government, health care, social work, transportation, and communications were areas

where the danger was greater for women than for males. New management and reorganisation have been linked to increase bullying (O'Connell et al. 2007, p.11).

In most cases, bullying is done casually by those who are bullied. O'Connell and colleagues (2007, p. 50), Over half of those polled reported the incident to their superiors, and more than a quarter proceeded through the grievance procedure. In a study of health care workers, it was recently discovered that 38% of them had been bullied and that 15% of them had followed the process to notify their supervisors of the occurrence (MacMahon et al. 2013). There is a greater incidence of bullying than in the 2007 national bullying survey for health and social work, even though it is difficult to compare surveys since they employ different methodology. According to O'Connell et al., 2007 p. 38, individuals are less inclined to adhere to formal processes. Even though a 2007 poll revealed that explicit anti-bullying guidelines reduced its likelihood, research on bullying among nurses found that official policies and procedures were largely ineffective (MacMahon et al., 2013).

## **2.6 Workplace environment in Irish Organizations**

Studies on bullying at work were carried out in Ireland in 2001 and 2007. These studies revealed prevalence rates of 7 per cent and 7.9 per cent, respectively, using a self-labelling approach in which respondents were asked whether or not they had been bullied in the previous six months after hearing a definition. According to a review of Quarterly National Household Survey (QNHS) data, stress, anxiety, and depression (SAD) accounted for 13% of all self-reported work-related illnesses in Ireland, and these diseases caused lengthier absences than other categories of work-related sickness (Russell et al., 2016). The results of five European labour force surveys reveal the same trends. 14.5% of the workforce was afflicted by stress, anxiety, and depression in that year.

Workers in Europe who stated SAD was their main health issue took at least one month off in the year before (Eurostat, 2010). It's also been revealed that work stress and musculoskeletal disorders like backache and muscular discomfort are among the most prevalent health issues that employees in the EU report suffering due to their employment, according to the European Working Conditions Survey (Eurofound, 2007, 2010). The rate of work-related SAD in Ireland did not increase between 2002 and 2013, according to the QNHS. (Russell and colleagues, 2016)

## **2.7 Strategies of conflict management in the workplace**

### 2.7.1 Dual Concern Model

Based on Blake and Mouton's work in 1968, the “Dual Concern Model” has undergone several iterations since then. Every modification is suggested by people with varying personalities, thinking styles, and methods of resolving differences. There are four major methods of resolving dispute, according to the model proposed by Blake and Mouton in 1968 and by Pruitt in 1983. He argued that these methods were distinct because of their psychological differences. Using this model, you can determine the optimal negotiating strategy to attain the conclusion you want.

### 2.7.2 Strategy/Approach of Yielding

Yielding allows one upset person to win while the other seeks to maintain a long-term connection or postpone the matter. When a party to a conflict reduces their aims and expectations in order to achieve a compromise, it is what Pruitt (1983) calls the yielding technique. As long as the other

issues aren't overwhelming, this technique may be a good option. Fighters should experiment with several approaches until they discover the most effective.

When opposing parties reduce their aims and strive to find a solution, they may be able to reach an agreement, according to Smith et al. (n.d.). Inaction is the outcome when new ones have superseded both parties' initial aims. According to Pruitt (1983), disputing parties may cease exchanging words if they lose hope. Talks may be put on hold because individuals squander time or drag them out, which has been a major contributor (Pruitt, 1983).

There is a technique to settle a situation when both parties are concerned with the result. People's relationships remain longer when they work together to look after one another. Though problem-solving is an effective method, it may not function if the participants do not have faith in one another. Conceding, bridging, and logrolling are the three strategies outlined by Pruitt (1983). These approaches may be categorised based on their level of danger. Both parties may benefit from problem-solving methods, according to Pruitt (1983).

- I. People in a competitive environment tend to push the boundaries of their creativity when they have and maintain high levels of ambition. However, Pruitt (1983) argues that objectives should not be so large that it is difficult for multiple parties to agree on anything.
- II. Both parties should look at methods of cutting expenses, making up for discrepancies, or bridging the gap in order to reach a solution. It is a tactic in which one party seeks to persuade the other to choose a course of action in their self-interest. According to Fisher and Ury (2012), arguing is a positional negotiation in which pressure strategies are employed to win over one of the offended persons. However, according to Pruitt (1982),

persons who disagree tend to be quite rigid in their demands. It might be difficult to develop new solutions and ideas when there is just a tiny bit of compromise in the agreement.

- III. In contrast, following a conflict, individuals are more likely to strive to find a solution to the issue. A conclusion may be drawn from this. A problem-solving method cannot meet the aims and expectations of the negotiation phase. As a result, actions are taken that are at odds with the goals of each party.

### 2.7.3 Tosi, Rizzo, and Carroll's strategies

Four dispute resolution methods were proposed by Tosi, Rizzo, and Carroll in 1986, applicable in today's workplace conflict resolution also.

#### **Styles**

Different situations call for several approaches to resolving conflict. Thus it's important to experiment with different approaches to conflict resolution.

#### **Improving organizational practices**

Following the identification of the cause of the dispute, appropriate organisational strategies such as:

- establishing superordinate goals,
- eliminating vagueness, and
- reducing authority and domain-related conflicts
- enhancing policies, processes, and guidelines
- reallocating existing resources or acquiring new ones



- modifying communications
- personnel mobility, and
- modifying incentive systems

### **Special roles and structure**

A manager must do the following:

- undertake necessary structural changes, such as relocating or merging specialised groups,
- shoulder liaison responsibilities, and
- operate as a conflict-resolution integrator

De-fusing issues can be assigned to someone with problem-solving skills well-liked by both parties.

### **Confrontation techniques**

By working together and accepting sacrifices, confrontational methods strive to develop a solution everyone can agree on, which will endure. Negotiation, mediation, and the application of the integrative decision approach, a collaborative strategy based on the premise that there is an agreement that both parties can agree on, are all part of the process. It entails determining the issue, evaluating several options, and deciding on a course of action that everyone agrees.

## **2.8 A consequence of conflict in satisfaction and productivity of the employee**

Pondy (1992) claims that disagreements in organisations harm team chemistry, productivity, and, ultimately, the organization's ability to function effectively. Disputes hurt a company's productivity, decision-making process, and the formation of competing factions within the organisation. People don't care as much about the company's objectives because of these negative repercussions, which results in a less effective organisation (Kirchoff and Adams, 1982). Executives and decision-makers must be aware of and adept at spotting these possibilities. Organizational leaders are responsible for ensuring their employees' well-being, productivity, and interpersonal connections. Employee satisfaction is strongly influenced by a company's management style, according to Hart (2000).

An important aspect of the company's culture is conflict resolution. Because each employee has a unique personality, the author advises managers to avoid using the same approach to resolving conflicts. Understanding how personality types respond to various management approaches is critical. Managers who know their employees well might utilise this knowledge to their advantage when dealing with difficult situations. An employee's ability to communicate effectively with their company is critical, according to Kindler (1998). As long as trust issues are dealt with, individuals may continue to co-exist. Employees' self-esteem is directly impacted by workplace conflict and management style. “Reverent Power,” “Expert Power,” and “Coercive Power” are the authors' three categories for classifying the various approaches.

The workers' morale is affected by the sort of management, or “supervisory competencies,” as the authors describe them. A 1981 research by Bova et al. found that handling arguments or differences with respect or competence improved employee morale. In these two techniques, the capacity to communicate and make judgments was combined via applying skills or knowledge. Employees with poor morale agreed to use force to resolve conflicts. If management encourages workers to

participate, organisational objectives and challenges may be defined and solved accordingly. According to him, individuals are more motivated to work harder and achieve more success in business when there are a lot of rivalries. Employees may have suspicions if they are unaware of the current situation. A lack of transparency in an organisation might cause workers to lose faith in the organisation.

Employees may also be unsure about their roles, leading to issues. Management should consider the advantages and disadvantages of any changes, according to Messmer (2001), and open communication should be encouraged to minimise misunderstandings and conflict. Employees are happier when they have more control over their schedules or learn more. They perform better and are more able to adapt to change. Workers' morale is a top priority for any firm and its management. Workers' participation, how they communicate with one another, where they work, and arguments may all affect morale. That's what Barmao (2012) recommends if a corporation wants to maintain these high productivity levels. The author claims that this quality will aid in an employee's ability to make better decisions in the event of a conflict. Morale is boosted when workers are allowed to improve both personally and professionally.

## **2.9 Theories of conflict management**

A conflict occurs when two or more persons are at odds. Depending on the situation, it might be anything from a little brawl to a high-stakes, emotionally charged struggle (Kirchoff and Adams, 1982). Conflicts can be resolved in two ways.

### **2.9.1 The traditional theory**

When disputes arise, most people believe they're terrible, produced by those who like causing problems and should be avoided.

### 2.9.2 Contemporary Theory

According to current theories, conflict is an inevitable part of human life. Some of these changes may be beneficial if they are managed appropriately by the organisation. We might think of innovation as merging multiple ideas and viewpoints into something fresh and unique. New ideas can only be generated when there is a lot of friction and disagreement inside a group.

### **2.10 Gaps within the literature**

We may derive the following findings from the literature study above:

The goal of the literature review was to explain the various aspects of workplace disagreements and conflicts. Besides that, it's mostly about the Irish workplace and the various workplace disputes that have taken place in Ireland over the last several decades. This chapter also discusses different methods and viewpoints for resolving workplace conflict. Even so, there are still a few gaps in the investigation.

This study aims to identify the most common types of workplace conflicts over the past five years. It also attempts to determine the advantages and disadvantages of various methods for resolving workplace disagreements. It also demonstrates the best approach for Irish businesses to resolve conflicts.

## 2.11 Summary of the chapter

An increase in interest in workplace disputes and the methods firms use to resolve them has occurred over recent years. It is true in Ireland (see especially Teague et al., 2015). There will always be disagreements in the workplace. When individuals disagree, they might develop better ideas and methods of doing things, stimulate concern and new ideas, and uncover long-hidden issues. Maintaining a level of conflict where ideas and viewpoints can be freely expressed while unnecessary confrontations are avoided is the ideal goal for resolving disagreements.

As long as the research manager notices that people are “group-thinking,” it is fine to set up conflict situations. There isn't much tension in a setting when the group works effectively together. They make unwise judgments and perform poorly. As a result, Many “yes guys” in a group might lead to group-think. As a result, the issue isn't given the attention it deserves, and no new solutions are offered. The group's members are more concerned with being liked, calm, and peaceful than being technically proficient. Fear of offending others prevents individuals from expressing their true sentiments. The productivity of an organisation suffers when decisions are accepted “as is.” Managers have a variety of options for halting groupthink. It's possible that promoting the independence of thought or rivalry among individuals may lead to conflict.

Including individuals who are free to express their thoughts and urge others to do the same may help foster a sense of individualism in a group of people. It is possible to encourage individual competitiveness by rewarding the top performance. Conflict may also arise due to organisational changes, such as the relocation of certain group members, the redefinition of roles, or the formation of a new leadership team. Giving employees unpleasant shocks, such as eliminating some of the

company's present benefits, may also be an effective strategy for a boss to instigate conflict. After the conflict has erupted, the manager should be able to identify the reason behind the conflict. Additionally, calibrating the situation's productiveness and then neutralizing the unproductive scenario of conflict.

Intergroup conflict occurs most frequently when groups with divergent objectives cannot communicate with one another. Disputes may be solved by getting scientists or groups to agree on goals and making sure they can communicate and work together. Some confrontations are caused by misconceptions that might have been avoided if greater communication had been used. Managers should be able to deal with conflict effectively rather than attempt to prevent or stop it from occurring.

What? and Why? Should be the first questions management asks while investigating an issue. Removing barriers and creating a new environment that aids each individual in their growth are two ways to cope with difficulties that arise during the resolution of a disagreement. Due to the time and energy they consume and the stress they generate, conflicts may be detrimental to productivity and creativity if they aren't managed properly.

## **Chapter III: Methodology**

### **3.1 Overview of the chapter**

This chapter will discuss the research strategy and research approach that will be used in order to formulate the overall research and to analyze it in an effective manner.

### **3.2 Research Design**

Qualitative research is an approach for investigating and understanding the importance of individuals or groups in the context of social or human issues. Questions and actions that arise, data acquired from the participant's environment, inductive data analysis to generate insights into common patterns, and the researcher's interpretation of the data are all part of the research process (Driscoll, 2011). The structure of the final written report is customizable. Those participating in this form of research promote an inductive approach to research that stresses human meaning and the importance of representing a situation's complexity. The design of qualitative research is to uncover answers to why and how a phenomenon is connected (as opposed to a quantitative study). As a result, qualitative research is frequently defined as subjective (rather than objective), and study findings are typically documented in writing rather than digitally (Driscoll, 2011). This means that statistical approaches cannot be used to measure data collected in qualitative research because the many results obtained may have nothing in common. The encryption procedure, on the other hand, can be implemented if common distributions can be detected throughout the filtering phase. Despite the fact that qualitative research questions and comments do not always provide obvious answers, coding the results is more common than you may think. This is because

the researcher “directs” the study in a particular direction while also encouraging respondents to dig deeper and learn more about specific concerns (interviews / focus groups) or actions done (participants' comments). The design of qualitative research must consider not only what is said or done, but also how the participants say or do something. These gestures may be used to respond to a question in which the respondent's body language and tone of voice are the most relevant factors (Flick, 2018.). Qualitative research, also known as qualitative research, is a basic research paradigm in the field of social sciences and one of the important steps and methods of scientific research.

Qualitative research is often based on perception and understanding to gain knowledge about human behavior, exposure, mental health, expectations, and inspiration to discover individual thoughts and feelings (Driscoll, 2011). In this approach, researchers place greater emphasis on the perspectives of the participants, while contextual, ethnographic, historical, and phenomenological analyses are broad-ranging qualitative studies. The following are some of the characteristics of this qualitative study:

- (1) Qualitative research includes internal and external long-term investigation of the social characteristics of native habitats, using field insights, public meetings, participating and non-participating attitudes, writing exams, case reviews and various strategies, so it is basic and simple to complete. , and can be close to the research object.
- (2) Qualitative research enables researchers to observe and talk to research subjects in close proximity to their native habitat, which helps to observe and understand their behavior, thoughts, and inspirations from their perspective.



(3) Qualitative techniques have an expressive worldview, emphasizing clarification and understanding of characteristics, and thus more adaptive research designs.

(4) Qualitative research is not without bias and reproducibility, so its research results often leave a lot of room for translation.

(5) Individuals play a vital role in research interactions, allowing them to adequately prepare participants for their excitement.

### **3.3 Research Approach**

The book titled “Inference by the Scientific Method” is largely based on the basic criteria of logical strategies, which are considered to be the test hypotheses first formulated by John Stuart Mill in the 19th century. Nonetheless, the use of logic techniques typically begins in one area and moves on to the next, and overarching criteria for logic strategies often allow researchers to look at identifiable properties and theories. Using truly logical techniques, researchers use to cultivate general research questions and conjectures to gather information about events, individuals, or projects that should be perceptible and a measure that facilitates replication. Using a highly logical strategy, researchers will seek to formulate research questions or theories that gather information based on important, measurable, and quantifiable events, individuals, or articles. The main purpose of conducting primary research is essentially to discover something new that can also be confirmed by others, and to remove bias in general interactions. Primary research generally refers to research undertaken that depends on the specific research effort (Gratton and Jones, 2010). In conducting the initial research, the study wanted to compile directly available data rather than relying on data available in various distributors and databases. This type of research is largely done to create new

information that is cited as the first study in the original study. By conducting preliminary research, it is hoped that research will largely answer research questions that poor people have not answered or asked. This basic principle of originality is set at the primary level.

By conducting preliminary research, researchers hope to address unanswered or even previously unanswered questions. This level of creativity distinguishes primary research from selective research. Furthermore, it should be the basis for research, which means distributing the article into a scholarly journal containing over 40,000 entries (Callaham, 2002).

Assuming that primary research gathers information directly from unique sources, selective research relies on existing information. It may come from external conferences, such as reports from various organizations, government foundations, research institutes or associations around the world.

Although cheaper, the researchers could not confirm the nature of the optional information. They have zero impact on the exam system and information coverage. Information may not be exceptional due to further delays between various information and distribution results. A long series of information that cannot be regularly updated. In closed-ended questions, the researcher gave selective answers, while the respondents chose the appropriate answer. The main advantage of closed queries is that the results are simple and easy to process and decompose. In any case, the downside is that the answers are created from the researcher's opinion, not the interviewee's. As such, it leaves little room for interpretation of buyer responses.

Meanwhile, in public queries, selective answers cannot be found. The researchers urged respondents to give their own answers, providing the opportunity for more detail in this way. Sadly, however, responses will vary between respondents. They will seek to form and confront mathematically. To get the most out of your research, it's well worth describing your population and your question in

advance. Try to think about the main topics you need to investigate and what you need to escape from the information people collect.

For example, a store might offer its customers an overview of consumer loyalty, asking for an in-store overview, internet-based insights, what customers might want to see, and from there, the sky's the limit. Given its size, grocery stores have a good idea of what their larger customer base is thinking.

### **3.4 Research Instrument**

#### 3.4.1 Interviews

Qualitative research interviews are mainly used in order to know and understand the world from different point of view and subjects that remain unfold by the experiences of people. This helps to uncover the aspects of life which is based on scientific explanations (Driscoll, 2011). Qualitative research interviews are conducted when the interviewer asks the interviewer questions to gather thematic information about a particular topic or experience. Although the definitions and objectives of standard research interviews differ slightly in the literature, there is a general emphasis on respondents' experiences and how they view the world. Semi-structured interviews are the most common type of interview in standard research and healthcare settings. An important feature of this data collection method is that it is guided by a list of topics or questions, including follow-up questions, inquiries and comments. Often, the interviewer arranges the questions and the wording according to the interviewer and the context of the interview. Semi-structured interviews can be conducted in a variety of ways (eg face to face, phone, text / email, individual, group, short, in depth), each with advantages and disadvantages. Personal, face-to-face, in-depth

interviews are the most common type of semi-structured interview in standard research. Subject analysis is a form of pattern identification in statistics, in which emerging topics are placed as a category of analysis (Friede & Moyer Cochrane, 2006). The program needs to re-read and review the data in more depth. The researcher will take a closer look at selected data, coding and categorizing it based on data and its features so that trending topics can be explored. Default codes can be used, especially when document analysis is used in conjunction with other research methods in the study. For example, the codes used in interview transcripts may be applied to documentary material. The codes and themes generated from it help to integrate the data collected in different ways. In selecting and analyzing data from documents, researchers must demonstrate objectivity (an attempt to fairly represent research material) and sensitivity (even responding to subtle hints of meaning). Fereday and MuirCochrane (2006) describe how their analysis of raw data from organizational documents (and interview transcripts) identified key themes in the performance perception trend in Australian nursing practice self-assessment. The researchers reviewed 16 healthcare facilities policies or procedures, as well as performance appraisal documents. Researchers performed an integrated process of data coding and subject identification in quality research, demonstrating the rigor of analysis. Based on the findings, the policy statement emphasizes that performance appraisal is a collaborative process between managers and nurses, and the importance of discussing diagnostic interviews in unison.

The semi-structured interview is a data collecting method that uses a predetermined subject framework to ask questions. Questions aren't placed in any specific order or phrase, rather they are randomly distributed (Scribbr, 2022). Qualitative data is typically collected through semi-structured interviews in academic projects. As experimental tools, they are used in marketing, social science, survey methodology, and other study fields. In multi-interview field research, the

theoretical framework is often shared, but various parts of the research topic may be addressed in each interview (Scribbr, 2022). There is a history of interviewing. It's easy to ask a question that's too open-ended or that makes a participant feel uncomfortable when doing a spontaneous interview. In this case, the query is exploratory. As a result of participant responses, researchers can establish better research questions and a more substantial knowledge base on which to build future investigations. It helps in tracking of participant responses is just as important in structured interviews as it is in surveys. Data collection and analysis are more difficult because the questions are not as prescriptive as they are in a structured interview (Magaldi et al., 2020).

#### 3.4.2 Population and Sampling

The population is based on the people working on the SME organization within Ireland. The main focus will be on the people who are managers and working in the organization for a very long period of time. This research will recruit the 36 people who will men and women both working in the SME organisations in Ireland. The age of the people is among 20-40 years old. They will belong to different culture and ethnicity. There will be 10 questions based on the topic which is required to be identified. The 10 questions will be open-ended and people will be able to answer the questions based on their experiences while working in the organisation.

#### 3.4.3 Data collection

The questionnaire will be used as a research instrument that will be applied to the employees of SME organizations in Ireland. This will help to analyze the way some of the companies might deal

with the conflict resolution while involving several employees. This will help to gather the responses from different managers in order to know the conflict resolution methods.

The data of literature review is collected from different journals and articles

### **3.5 Ethnical Consideration**

Despite its flaws, fundamental research requires careful reflection on the ethics of research. This is especially important for research techniques that include human collaboration. For example, in the United States, researchers are generally expected to adhere to government methods of protecting human subjects. These guidelines, also known as overarching principles, are expected to be trained and documented by researchers and incorporate additional claims on vulnerable research topics such as young adults and pregnant women (Government Human Materials Safety Strategy, 1991).

Different organisations and businesses often have their own research ethics organizations, but these different ethical research rules maintain similar standards. The data of the participants will be kept confidential and hidden as per “Data Protection Act 2010”. The data will not be shared with anyone. Moreover, it will be take care that the participants will not be harmed from any of the actions of the researcher.

### **3.6 Strength and weakness of using Interviews**

The advantages of semi-structured interviews are numerous.

Occasionally, a semi-structured interview offers the best of both worlds. Semi-structured interviews combine the best features of both structured and unstructured interviews, allowing you to obtain comparable, reliable data while also allowing you to ask follow-up questions (Magaldi et al., 2020).

It is possible to develop a theme framework before to the interview so that the interviewer and the participant are both on task and prevent distractions (Magaldi et al., 2020).

Semi-structured interviews are comparable to structured interviews, questionnaires, and surveys, but their more open-ended nature adds more detail and richness. Participants may be prompted to provide more information if necessary (Magaldi et al., 2020).

As for the weaknesses of semi-structured interviews, there are a few things to consider.

Semi-structured interviews may be less reliable because of their flexibility. When interviewers deviate from the specified set of questions, it can be difficult to compare responses from participants (Magaldi et al., 2020).

Semi-structured interviews' tendency to be open-ended makes it easy to ask leading questions that skew the results. There may be a social desirability bias if respondents give answers based on what they believe the interviewer desires (Magaldi et al., 2020).

Performing semi-structured interviews successfully can be challenging because of the careful balance between pre-planning and improvisation. Everyone's willingness to share is different. It's not always easy to be both supportive and unbiased at the same time (Evans et al., 2018).

### **3.7 Summary**

The chapter usually states about the overall methodology that will be used in the research. This chapter discuss which type of approach ad strategy will be used in order to collect the data. The aim of using the semi-structured interviews are they are best to get the up to date information from the participants.



## **Chapter IV: Findings and Analysis**

### **4.1 Introduction to the chapter**

The results that will be gathered from the interviews will be analyzed in this section. Thematic analysis will be used in order to answer the research questions

### **4.2 Findings of the Interviews**

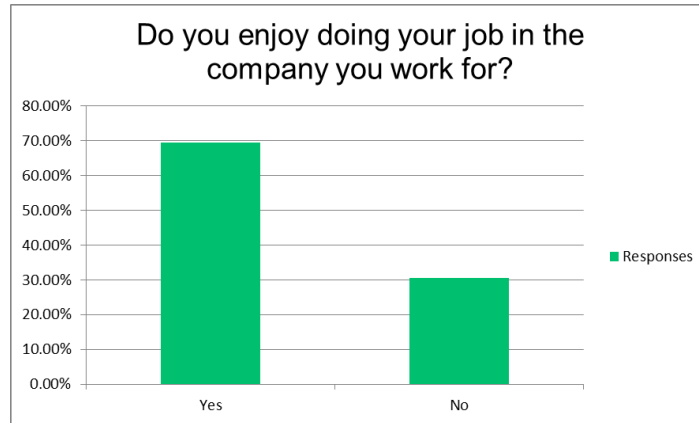
The first question that has been asked from the respondents

There were different participants and all of different designations such as “Activity Coordinator, Home care, Customer Service, Barista, Recruiter Analyst, Scientific affairs specialist, healthcare, Store Supervisor, Sales assistant, Customer assistant, Store manager, Security, Cleaner, Supervisor, Catering assistant, Commis chef, Customer support, Carer, Employee taking calls, Administrator, Emergency medicine registrar, hospital security officer, Personal Assistant, Customer service in call center, Data Analyst, Night Manager, Staff and Healthcare worker (office setting)”

There were a total of 36 participants that have been recruited for the research study.

The question 2 was

“Do you enjoy doing your job in the company you work?”



The respondents have stated that yes they do enjoy working in the company. Approximately 70 percent of the respondents have stated this answer.

Question 3 was asked as

Your company measures productivity of the employees?

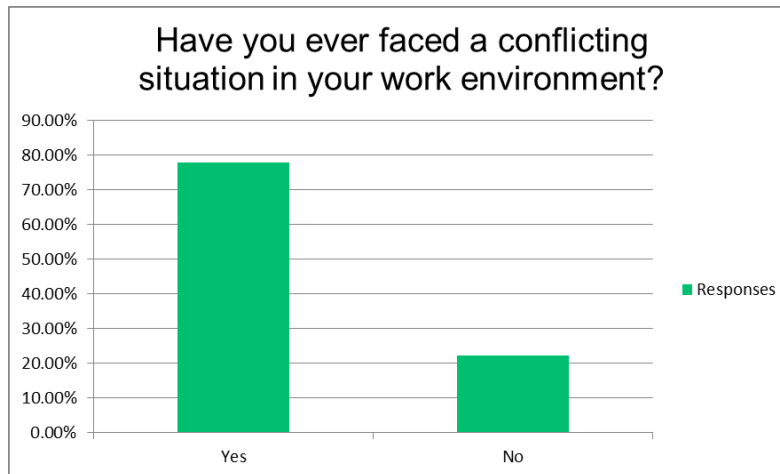


It has been seen that the answer is provided by the company as

Yes ! the company usually measures the performance and the productivity of the employees who have been working in the company.

Question 4 was asked as

Have you ever faced a conflicting situation in your work environment?



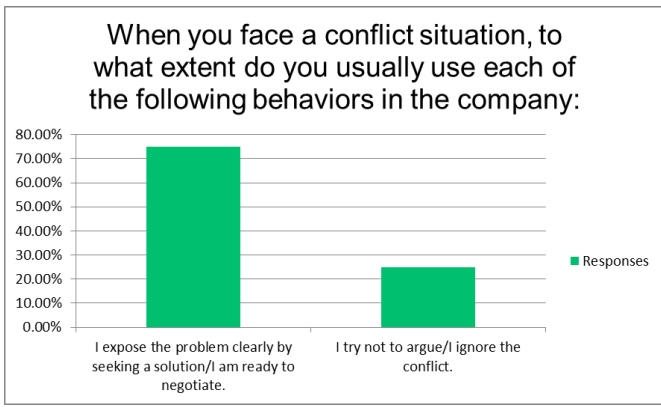
It has been seen that the almost all the respondents have answered Yes for this question. Conflict has been faced by every individual who has been working in the company.

The Question 5 that was asked from all the respondents was

“When you face a conflict situation, to what extent do you usually use each of the following behaviors in the company”

There was two answer choices that has been provided to the respondents

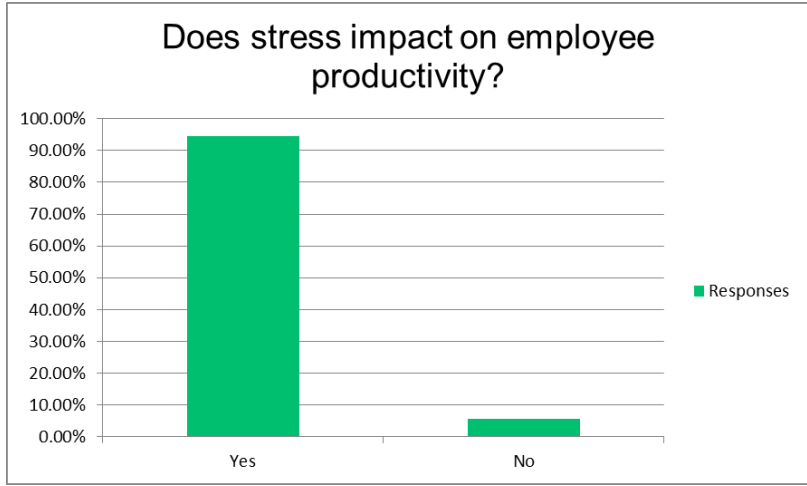
- I expose the problem clearly by seeking a solution/I am ready to negotiate.
- I try not to argue/I ignore the conflict.



It has been seen that Most of the respondents have stated that “I expose the problem clearly by seeking a solution/I am ready to negotiate”. Only some of the respondents have stated that they don’t argue they just ignore the conflicts

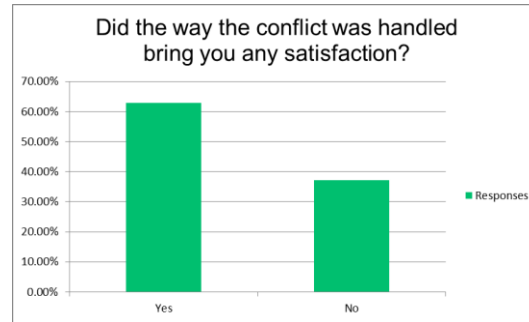
Question 6 was

“Does stress impact on employee productivity?”



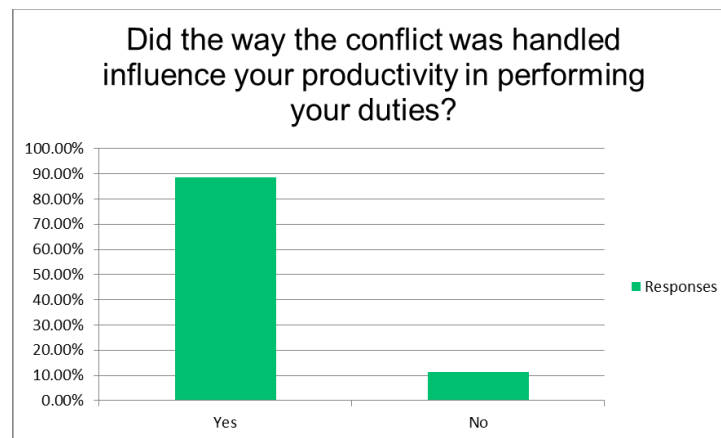
Question 7 was

“Did the way the conflict was handled bring you any satisfaction?”



Question 8 was

“Did the way the conflict was handled influence your productivity in performing your duties?”

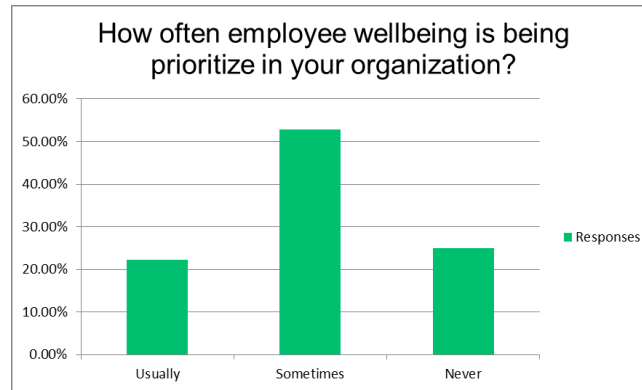


Question 9 was

“How often employee wellbeing is being prioritize in your organization?”

There were three choices that has been provided to the respondents such as

- Usually
- Sometimes
- Never



Question 10 was

“What are the factors that hinders employees to achieve their goals in the organization?”

The factors that have been stated by the respondents are

- Rewards
- Happiness and recognition
- I would say most cases are related to the support they don't receive
- management is poor
- sometimes I wish the company offer us some training
- Bad management
- Sometimes I know is hard give our best every day, work with the customers may need a lot of patient, so we always to help our employees handle different situations
- Much demand and little positive feedback on our work.
- is a busy place, sometimes is hard to handle all the duties but I try my best
- Thaw way that the superiors talk could be more polite, sometimes they talk without respect

- We don't have the right stuffs as inimical, clothes... They force you to take a lot of extra hours, sometimes more than a week without day off
- be put in one new role with little training and being charged therefore, lack of empathy of old employees with new employees,
- meritocracy
- lack of recognition
- There isn't many opportunities of growth
- Responsibility
- Management, the way how they talk with us
- No awareness of personal issues faced by staff
- Good salary
- bad communication, privileges for close ones with the supervisors and managers, not fair shift distribution, lack of interest of managers to keep a good place to work at
- The quality of the product is not good, so customers complain
- Management team that lack people skills, "favourite ones" in a team, lack of team work, not being recognized for performing well
- Bad management
- Lack of communication; unhealthy competition; lack of physical and emotional safety and security!
- lack of quick response and openness to disclose solutions

### 4.3 Analysis

#### 4.3.1 Priority of employee health and wellbeing at workplace

Workplace health and well-being can be viewed as a broad concept that includes personal satisfaction; work-life compliance; and general health as a combination of mental/mental health and physical/physical health. Wellness is a daily goal that enhances expertise with components such as meditation, relaxation, exercise, nutrition, local, connection to other worlds, and from that point on, the sky's the limit. Startups don't see fitness as a vague concept, but as a profile of learning activities and patterns of daily behavior.

Like any ability, fitness should be practiced consistently. Employers who need a health-focused workplace will see this as a developmental need by conducting self-assessment activities and assessing excellence based on their expected ability to achieve well-being. Thus, this allows employees to differentiate their initial stages, find their structural blocks, and track their own improvements. Each of us will have a different arrangement of practices and contacts that lead to positive well-being and others that create stress, discomfort or inconvenience. Detecting this and effectively developing components that enhance human well-being is critical.

Forward-thinking organizations will empower employees and work to find the right mix of equipment and contacts for their unique needs. For some, having time to regenerate energy means focusing on satisfying relaxation, exercise, or nutrition. Others may focus on shortening the length of care, breaking away from innovation or reconnecting with the local. With the risk of disease at all times, basic experts worry about openness and lack of assurance. The overall response to the COVID-19 pandemic has had a major impact on the safety, health and well-being of essential workers, who in all cases are in contact with the entire population during the stay-at-home application. Vulnerability to others' illness conditions and stressors associated with all collaborations. Furthermore, general health responses such as physical lengthening, program



changes and loss of home management (eg cleaning, parenting, and mentoring) have a very fundamental impact on the work life balance. These advances put pressure on all but those who should keep going to work while others stay at home (Dennerlein et al., 2020)

#### 4.3.2 Theoretical Perspective of F&M on Conflict

Business relationship conflict can take a variety of structures, including strike, damage, try to lead, keep trying, avoid, and from there, the sky's the limit. Whether conflict is seen as a focus or disadvantage of a working relationship may depend on a person's perceptions and may also depend on a larger perspective on where the relationship starts, competes, and builds. According to a view articulated by modern relationship researchers at most and at the same time, a diverse working relationship is a compound relationship that emphasizes two sessions of work and management, with limited interests; subsequently, this relationship inevitably occurs conflict. According to this view, the role of organisations remains to help further develop competencies by regulating/intervening in business relationship conflicts as they are replaced by signs of immediate strikes, damages and all kinds of more contemptible working relationships. And smooth aggregation exchange and appeal process. In addition, through aggregate swaps and grievance systems, unions enhance the value of business relationships because without these institutional components, workers would be at a power disadvantage and work relationship conflicts would be resolved with the approval of the employer. It has been seen, a diverse perspective on conflict in business relationships means that organisations reduce the frequency of such conflicts and contribute to their effective and fair resolution. This is a representative view that, for various institutional and political reasons, organisations exacerbate business relationship conflicts, with subsequent negative impacts on competence and value. For example, organisations encourage

conflict to demonstrate their reality to their individuals. More importantly, the actual essence of the trade-off is having a decisive way of approaching working relationships so that inherent conflict resolution is seen as a guarantee of the battle we're fighting - an ongoing battle, what's the point of him unsolved. However, it is the unifying or satisfying view of the business relationship, often articulated by management researchers, while those articulated by human asset management (HRM) researchers come into the image. According to this view, a business relationship can be rebuilt from a relationship where there is a conflict of interest to a relationship where there is (quite a lot) solidarity of interests. Given that conflicts in business relationships are believed to be broken up for the benefit of both parties, they should be greatly reduced and rebuilt, and can be reduced so that they are not resolved by a battle of evil, but on an equal footing, through constructive critical thinking and other "creative" HR management methods and work (optional systems such as complaint counting). According to this unified view, social and commercial relations have little to do with, perhaps, escalation (Lewin, 2001). It is clear that the positive case for an organisation formed by F&M does not in any way depend on whether the working relationship is imagined from a diversity (IR) perspective, though that is the case. F&M withdraws from financial affairs and working relationships to combine control with agency investigations. Without anyone else, this is not really original 4 given the many points of reference, there is a uniform institutional financial approach to the investigation of working relationships. What is new in F&M's work, as suggested by Bennett and Kaufman (2004), is their planning of an "overall voice/institutional response" to unionism and subsequent experimental manipulation of the idea.

Hirschman (1970) presented a hypothetical motivation for F&M to push the face of unionist voices, trying to understand why disappointed residents were not guaranteed to leave their network (state-run government) and move elsewhere, and why disappointed customers were not guaranteed

to switch to a different company. This development and transformation is the key behavioral pattern proposed by old and new traditional microeconomic assumptions, and in this way balances markets for public and private goods. Hirschman embraced a more institutionalized view, focusing on stay-at-home people rather than movers or converts. That said, some disappointed residents and some disappointed customers decided to stay rather than leave, and as a feature of staying, worked to change their disappointment. This is the vocal activity or vocal choice that Hirschman alludes to, and then he emerges forcefully from the move or exchange behavior, which he alludes to as an exit or leave choice.

Understanding Advances in Workplace Conflict Resolution After examining improvements in workplace conflict resolution methods and practices in Ireland, this section features the underlying impact on the identified examples. These effects are related. First, conflict resolution in the workplace developed from the specialization of teachers (including modern relations) and human resource management. This key influence on the early creation - Advancement of Workplace Conflict Resolution Drills in Ireland 83 Conflict resolution methodology has also had a significant impact on the use of ADR drills, which, as research in Ireland has shown, are often interconnected as companies accept a wider range of HRM rehearsal arrangements. Unionized companies are also bound to adopt appropriate problem-solving approaches, suggesting that the near-moderate rise in union thickness since the late 1940s has also had a huge impact on the rising incidence of habitual conflict resolution drills in companies. During similar periods, organisation recognition and the formalization of integrated handling action programmes in public aid also help explain the inclusiveness of conflict resolution systems in open aid organisations. Overall, there is not much contrast between unions and non-organisation companies in receiving ADR drills to monitor conflicts, including individual employees. While some non-affiliated companies have conducted

ADR drills to resolve personal conflicts as part of a broader system of “relevant replacement” (Intel provides a model), it is clear that non-affiliated companies in general have not tried not to perceive connections. Non-organisation firms were also found to embrace broader ADR drills to resolve group conflict, although union firms necessarily combined these practices with traditional debate resolution drills. The thickness of the organisation has dropped suddenly from the high water mark in the mid-1980s to a level of around 27% in 2015. Despite the push by employers to demonstrate different individual ADR drills, such as interventions, the organisations generally remain realistic. While some concerns were expressed about such initiatives tending to mitigate the extent to which they could choose to apply more accustomed complaints techniques, organisation authorities generally felt that individuals might benefit from ADR selection arrangements in complaints strategies, where more conventional prerogatives Or settlement options are available to endorsers (Teague et al., 2015, p.5). Included organisations are more explicit and stable in terms of overall ADR progress, such as helping barter, changes in prescription arbitrage, or introverted problem boards. They gather more frequently at the beginning of these advances and realize that they can reap the benefits of supporting the general trading game plan within the organisation and, in any case, expanding their influence on organisation decision making and bargaining outcomes (Teague et al., 2015, p. 11). Second, changing examples of workplace conflict also influence the advancement of workplace conflict resolution. The number of strike movements rose across the board during the 1960s and 1970s (Teague et al., 2015, p. 23)—for many years, common problem-solving was de facto standard in medium and large companies. Relatedly, the “Progressive Public Compensation Arrangement from 1970 to 1980” arranged for issues to be resolved in indigenous debates to resolve techniques, and then brought unresolved issues to the LRC and the Labour Court (O'Brien, 1981, p. 12). This element of public

competition Likewise, national arrangements may have mandated further adoption or formalization of traditional debate resolution strategies. While overall workplace conflict has been radically reduced, problems and shutdowns have had a real impact on businesses - perhaps more so than before, given changing business conditions. At the very least, there is more global competition in the business sector and, thanks to the Global Assistant, extraordinary competition. Applies to businesses with Irish auxiliary factories within the parent company. A company's weakness in the general discussion, especially when faced with a major rebuilding program, is an important reason for adopting an assisted ADR exercise. In addition, crucial to increasing aid, the complex development of overall swaps is largely complex, as employers and organisations are now increasingly confronted with complex reconstruction and change programmes, repeatedly working in solidarity. Reform business relationships. The magnitude of this climate change and overall attack helps to understand the incidence of different types of overall ADR and the basic approach to handling overall ADR reception, similar to the semi-overall ADR framework described in the paper.

#### 4.3.3 Strategies of Conflict Resolution

Generally speaking, each community has a different style, strategy and approach, which is reflected in its calling. Decisive achievements depend on the type of environment in which they operate (Flanagan and Runde, 2008). Roche (2016) suggests that forward organisation has begun to apply modest techniques, such as selectively debating solutions, rather than correct strategies. He recommends that ADR practices focus more on regular techniques, including intercession and assistance. The presence of conflict in the public eye enables society to recognize the need for robust conflict management, as it separates the importance of managing and enhancing human

assets. Roche (2016) identified four key criteria for planning a useful conflict resolution system. They are as follows; 1) Organizations should use different discourse frameworks to distinguish different issues that lead to common conflicts. In this way, the inherent risk of open conflict is reduced. 2) Negotiation provides an incomprehensible solution to conflict. (Clady, 2018) Then, at the time, it was suggested to save the conflict resolution framework to help both sessions. 3) Third-party mediation should be supported and made possible. 4) Different types of arrangements should be provided which are false and financially sound. 18 While the ADR strategy is considered a standard approach to conflict management, it (Rahim, 2002) suggests that it is a conflict resolution model that incorporates 5 styles from discrete parts of the applicable session. Depending on the conflict that accompanies it, they are completely away from the most overreacting possible conflict. (Kangal et al., 2019) They see self-regulation as the only norm away from conflicting personal behavior. Delaying, ignoring, or avoiding conflicts and assuming they leave can disrupt unresolved meetings. Individuals decide to suppress their emotions to avoid conflict (Kangal et al., 2019). They verify that coverage will check for conflict issues for some vague time period and should not be disturbed. Employees often seek help from subordinates and stay away from conflict with the party with whom they are in conflict. Rahim et al., (2001) argue that employees are a decision to ignore conflict or real conflict, rather than create some distance from it. (Kangal et al., 2019) likewise noted that the issue of keeping up was as the group asserted as the show progressed. Rahim (2002) suggested that either party should be forced to do other things after winning the debate to keep the relationship informed. Likewise, it avoids conflict when assuming the need for stress relief or empathy. Conflict sessions, such as speeches on shared beliefs, and great responses from all sides. Flanagan and Runde (2008) found that conflict sessions resolve problems directly by talking to each other. Every now and then, both committees weep over its prevalence.

Demonstrate immobility by making demands of control in otherwise powerful meetings (Lewicki et al., 1992). Because individuals or meetings can trigger troublesome compromises or conflicts, a truly large-scale approach can spark relationships and be seen as a small step away from conflict. Mutual understanding may arise during a conflict meeting, which is useful to both of them. Inappropriate meetings can be linked to affiliates to show the best location. Rahim (2002) argues that coordination completely destroys the relationship, as employees are often reliant on task execution, supervision, and day-to-day operations. The objective compromise style ends when a well-organized meeting relinquishes certain honors after a resolution. These meetings attempt to make each other aware by taking risks (Kai et al., 2010). Reich et al., (2007) sincerely argue that contradictory sessions agree to reflect on what they see as a satisfactory reason or to reassess their decision. While this approach ensures the belief in organizational liquidity to keep up with relationships and get deals done on time, often compromising may require compromising or compromising too much.

#### 4.3.4 Significance of Conflict Resolution

A compelling norm conflict resolution approach may be beneficial in the management of affiliations in any practical sense. Therefore, conflicts should be checked against the fact that they cannot be completely eliminated. Pondy (1992) argues that conflict events can be prevented by tracking the onset and signs of conflict. Affiliates need to consider common approaches to conflict resolution. Ellis and Abbott (2011) suggest that progress in conflict resolution strategies often depends on the speed of communication, mutual perceptions among arrested populations, and where the conflict mixes. McKibben (2017), conveys the way conflict resolution programs deliver or manage problems rather than people. He stressed the importance of resolving discussions and

argued that blaming others is not the plan, as it directly affects employee certainty. Conflict resolution is equally significant, as conflicting congregations often choose what to do, leading to greater vulnerability and aggression (McKibben, 2017). As a feature of conflict resolution, (Overton and Lowry, 2013) accordingly suggests that developing and engaging in the ability to deal with unobtrusive conversations, environments, and communications is critical. They also accept that individuals should be prepared to handle problematic conversations and decisive confrontations. Knippen and Green (1999) suggest that critical thinking should be practiced in the workplace because open entryways as the most widely accepted method of conflict resolution may be delayed by time, personal perspective, and domains that inherently affect outcomes. Rules for checking workplace conflicts are embedded in conflict resolution in this way because they cannot be completely eliminated from the structure (Teague and Roche, 2012). Propensity reasoning suggests that stopping workplace conflict is the best strategy for maintaining consistency. (Darling and Walker, 2001) pushes for research that should really lean toward these indications, although bringing up such a conflict may indicate underlying problems that may arise. Conflict resolution can in the same way support limiting the insidious part of work and expand the useful part of observing conflict to enhance the adequacy of 20 organisations (Rahim, 2002). Due to its delicate nature, conflict resolution is an art in itself. In many affiliates, the importance of conflict resolution strategies is not divided. (Teague and Roche, 2012) disseminated audit findings showing that although managers are effectively engaged in conflict management processes, they rarely establish any normal conflict resolution. This study is also supported by Cunningham and Hyman (1999), who argue that most managers do not fully deliver the human asset commitment related to conflict management because they view conflict management as a sense of presence. An outline of the (Brand et al., 2009) direction similarly suggests that mediation of conflict is seen as the least



important duty of any chief. Sometimes the leadership style practiced in an affiliate takes into account the public in which it resides. Avolio et al. (2004) suggested that a leadership style that examines workplace conflict directly reflects positive dispositions and extended levels of commitment. Walumbwa and Lawler (2003) argue that examining workplace conflicts with a persuasive leadership style can make employees aware of needs, increase employee motivation, and further develop employees' sense of belonging. It also reduces the level of not appearing. Resolving the conflict would destroy the opportunity to revisit the negative views that hindered the occasion. Knippen and Green (1999) argue that conflict resolution is an irreplaceable development that limits potential or larger conflicts. The setter provides for oversight of conflicts to check correspondence provisos, advance normal drills, further develop execution, and further prevent progress or reward catching up in affiliations. Conflict in legally supervised events with the help of resolution technology can help maintain consistent thinking, team skills, and can help people adapt to change. Pondy (1992) proposes that unresolved conflict conveys the great potential of various ideas, advances, and perspectives that contribute to the fulfillment of missions and societies at different levels. Accepting that general careers are outdated and picking the positives out of conflict can encourage change and give the individual another mindset. Jehn (1997) argues that it likewise increases productivity and increases free thinking, while Pondy (1992) points out that conflict shows many potential outcomes when collecting accurately. As such, it stressed the importance of resolving conflicts as arrangements progress, expressing more views and promoting more during the session.

The standard way to resolve issues in Ireland is to first refer to the Work Relations Commission (WRC) (until 2015 Industrial Relations Commission [LRC]) unplanned discussions on external delays (comprehensive interventions). Where there is still a standstill, the Labour Court cites issues

that need to be resolved. The Labour Court makes recommendations, which are usually not limited to the meeting concerned. Employers and associations generally seek and follow labour court advice. Courts are respected - in principle, as the final arbiter or final point of settling arguments, which may not usually be in that spirit. The standard discusses solution paths that are often systematized in appropriate workplace problem-solving approaches (Roche, 2016). LRC/WRC and Labour Court administrations are widely used and considered very successful (WRC, 2018).

Under Ireland's modern voluntary relationship framework, employers and associations are free to adopt any dispute resolution practice and scheme of their choice. LRC / WRC supports the resolution of internal enterprise problems. However, rather than supporting an agreed approach that should be adopted and followed, it does not prescribe how issues should be addressed at this level (Perry, 2018). Not long ago, the game plan to address the game was a mutual agreement at the company level, including an internal arrangement limited to two organizations. A modern Internal Joint Commission (JIC) has been working with state-owned electricity companies, the Electricity Supply Board (ESB) and their associations since the mid-1940s. The public telecommunications authority Radio Telefís Éireann (RTÉ) developed an internal modern relations proposal in the 1990s to move to a temporary "unique settlement committee" established after the real strike in 1992.

Since the mid-2000s, new drivers have emerged, including the establishment of various types of PPDRAs, which have been the focus of scrutiny. Table 1 summarizes the characteristics of 11 disclosed cases (two in similar organizations) in which new institutions or measures were set up. The reports in the weekly Industrial Relations Weekly (IRN) fundamentally differentiate the cases. The IRN is the legitimate and widely respected source of progress reports on modern Irish relations and structures and forms the basis for Ireland's regular publication to the European Industrial

Relations Observatory (EIRO). Reporting in IRN has been enhanced through a variety of different sources. These include a collection of workers' organization bulletins, media reports, annual organizational reports, dialogues with experts and association authorities, conference reports and useful introductory notes. When different experts collaborate to express a large enterprise, conflicts will inevitably arise. While the goal may look alike, everyone may have another way to achieve it. Such conflicts are usually resolved by the experts themselves when the interaction starts to do business.

However, failure to resolve conflicts can harm employees in the organization and hinder progress.

Additionally, while most employees only know each other fluently, workplace relationships can also be affected by individual differences in assessments or questions.

Once this happens, employee confidence drops because other colleagues get embarrassed during question-and-answer sessions. Efficiency will also drop, and troublesome work environments will become the norm.

## Chapter V: Discussion

Organizational psychology research has developed a more nuanced model of the employer-employee relationship, which makes individual managers more organizationally focused. Key among them is the “Michigan Study,” which promotes the democratic-authoritarian leadership continuum. Using this structure, Likert proposed four management styles: dark autocracy, altruistic autocracy, negotiation, and democracy (Likert, 1961). He argues that democratic management encourages more noteworthy employee reliability, greater efficiency, and employee job fulfillment. In later work using “authoritative ethnography,” Hodson distinguished three types of workplaces. The first, in which there were unfortunate managerial and professional constraints, he labelled a “chaotic workplace”. Subsequent gatherings, which he called “participatory workplaces,” were marked by an elevated approach to civic behavior. Finally, there is the “one-way workplace” where convenience should be empowered from top to bottom. He argues that “chaotic workplaces” pose the most serious risks to employee prosperity, but they are also where they are overlooked in the euphoric discussions of “tyrant” and “democratic” workplace organisations (Hodson, 2001). So it may not be just the conflict that is harming health, but the way it is resolved. Research has begun to look at the impact of ideas on employee health, such as leadership styles, authority values, and employee interests. In any case, these ideas are not flawed (Ezzy, 2001) Research has shown that employees working in extra democracies have lower levels of psychological instability and depression, thereby enhancing employees' premium and choice rationality in decision-making. (Holahan, and). Gottlieb, 2001; Vahtera, Virtanen, and Stansfeld, 2003) and broader health (Kivimaki et al., 2004), greater responsibility for power (Thompson and Heron, 2005; Bakan et al., 2004), and less domain bias underpins the strength of transport routes. Despite a broad mix of leadership research and composition, several pilot studies have addressed

the ways in which leadership affects employee stress and well-being (Arnetz, 2001; Bernin and Theorell, 2001). Research on conflict management styles across the workplace “often shows that dictator precursors filtered through unusual power structures can lead to higher levels of relationship breakdown. Weak bosses can also lead to relationship conflict, referring to a power vacuum at the top. , prompting managers to adapt (Eisenhardt, Kahwajy, & Bourgeois, 1997), while depreciation, as a conflict adjustment strategy, can adversely affect social relations and conflict resolution (Vandevliert, Huismans, and Euwema, 1995). However, there are many Research explicitly examines the impact of workplace conflict management on job success (Sparks et al., 2001). In any case, these broader ideas can help us hypothesize the potential relationship between conflict management at work and health. Regardless of conflict at work how they arise from various relationship issues, as well as conflict at work or employer-employee relationships, how these issues are usually resolved depends on the appropriate design of the workplace. Employees and employers promote the recommended (and limited) in certain Similar work is done in terms of well-behaved rules under circumstances. The ability to uphold those rules and train individuals who reject them has the most important powers. After all, regulatory practices seem to have an overall impact on resolving potential and potential conflicts in employee health. Regardless, the tools he uses are inevitably complex and may be reminiscent of the progress of the basic cycle, considering and changing philosophy based on the success or failure of conflict resolution. In any case, based on past research, it is assumed that in fair and equitable enterprises Conflicts that are deemed to be supervised will have a significant impact on the health of the employee, or on the other hand, which is clearly justified. , they will not have a negative impact. Conflict is undoubtedly an integral part of the workplace and can also occur due to the work environment. A very clever arrangement for triggering conflict is to examine the pace of work

among employees, the relevance of employee expectations for rewards to management, the idea or benefit of focusing on cost control, and so on. No matter how the conflict manifests itself, it will always be there. Therefore, affiliates should employ formal and simple strategies to monitor conflicts. Clardy (2018) distinguishes these practices from employee vocalization exercises, which are stronger, clearer, and have conflicting communities. Each class includes some solution exercises guided by the HR program. There are different conflict resolution frameworks in the branch with information on the latter, employee support programs, team building efforts, leadership meetings, so there is no limit. As shown by Pianta, Hamre, and Allen (2012), tutoring may be the best method of critical thinking and can strengthen the relationship between mentor and learner through shared perspectives and learning. The average person must have the sensible and sociable ability to understand and handle this relationship. An audit by Hudson (2005) found that tutors were negative, attentive, and supported attitudes of guilt and confidence expressed in their learners' personalities. Providing guidance and assistance as part of a conflict resolution strategy facilitates the right feeling, deterministic support, multifaceted communication, and confidence (Hudson, 2013). Therefore, it is seen as a two-way strategy in which the mentee also receives broad support. Valeyre, Lorenz and Cartron (2009) show that more than 80% of EU relations typically have more than 10 employees and view joint efforts and team building activities as an important point of view for affiliates. Conflict resolution meetings are basic planning meetings designed to increase communication and immerse a progressive society in a confident and simple way. Dyer (2015) suggests that infrastructure practices help reduce conflict by directly examining problems, which encourages a change of purpose and simplifies the identification of adjacent occupations. While most studies show that foundation-building practices have positive outcomes in conflict resolution, the findings of (Pelled, Eisenhardt, and Xin, 1999) are irrelevant.

Employee motivators are encouraged to solve problems frequently because the environment can inspire a lack of spiritual purpose and fulfillment.

Most line managers and leaders seem to have redundant work to protect and resolve workplace conflicts. But what about the beneficial and motivating programs in place to support line managers and leaders in this role? Under only a partial overview, companies agree that line managers and leaders are formally prepared to deal with workplace conflict. Likewise, more than half agreed that their performance was explicitly assessed when assessing the competencies of line managers and managers in employee relations. These results clearly show that, in many cases, line managers and leaders engage in conflict resolution without formal authority and managerial support or incentives: without the preparation of one or the other or formal responsibility, through the presentation of their Routine assessment. Only some of the organizations in the overview agreed that line managers and leaders lacked certainty in identifying workplace conflicts and therefore relied on explanations from HR managers or other senior executives. Only 7% of respondents had a significant difference, namely that line managers lack certainty in identifying workplace conflicts, and a quarter of respondents disagreed. This shows that about 33% of the companies reviewed rated the certainty of line managers and leaders positively in dealing with workplace conflict. In overview, this gets the least underwriting volume from the company. Overall, the findings revealed a significant number of companies described as having significant imbalances or irregularities in the practices of line managers and leaders in overseeing conflict. Conflict management responsibilities are usually assigned to line managers. However, ongoing support structures are insufficient, and as a result, line managers have little ability to deal with conflict management with certainty without having to rely heavily on various leaders. Studies with Teague and Roche (2012) and Roche and Teague (2012b) analyzed whether active line and executive

commitment in conflict management affect the range of rank outcomes based on similar reviews. They also examined whether excessive individual and overall ADR practices and conflict management arrangements had an impact on the graded results of the appearance of CMS properties. For these reasons, companies were asked to investigate their presence in a range of regions and compare to different organizations in their industry. The use of human resource management exercises and proactive oversight of conflict management methods are immediate precursors to conflict resolution and administrative commitment. Serious stances that emphasize quality development or activities focused on quality and information about its impact on a company's acceptance of HRM practices are pioneers of the cycle (Teague and Roche 2012). To date, the formal reasons for many planned CMS cases in Irish companies have not been established - even among global companies deemed reasonably dominant. Roche and Teague (2012b) sought evidence from a 2008 overview of framing impact types assumed by CMS in Global Writing. A key assumption of the CMS assumption is that freedom and interest-based (ADR) conflict management practices in a merger—at least according to some statements of the assumption—should affect the scope of the outcome. . Contrary to the results already mentioned, no evidence for this hypothesis was found (see Roche and Teague 2012b). As can be seen from the illustration of how conflict management practices are being practiced in Ireland, this view at times appears to have been voluntarily set according to the appropriate planning criteria set out in the CMS writing. It is believed that conflict can have both positive and negative effects. The bottom line is to understand positive attitudes and elicit negative perceptions of development. Management and its responsible persons should have sufficient knowledge and ability to detect these entrances. The mid-level and senior-level arrangements of any affiliate are responsible for the success, assurance, efficiency and relationships of its employees. Hart (2000) argues that a mature management style



in affiliation has a pervasive impact on employee claims. Conflict resolution creates a huge progressive culture. The creators recommend that managers should understand that due to the uniqueness of their employees, normal conflict-checking techniques are not sufficient for the needs of all employees. It should be understood that original characters respond to different types of management styles. If all employees hire managers exclusively, the right approach can also be used to motivate everyone in conflict. As with Kindler (1998), communication that helps to restrain employees and employers is an essential part. In turn, maintaining friendly relationships can keep up with trust issues. Another statement (Bova et al., 1981) concerns the safety of employees who are immediately affected by conflicting order and management styles. The makers divide these styles into three levels: "The Power of Respect," "The Power of the Master," and "The Power of Execution." Every management style, or "leadership," mentioned by the manufacturer has a strange effect on employee claims. Bova et al. (1981) concentrated findings that conflict or discrimination determined by the adoption of an informed management style or dominance has a fundamental impact on employee claims. Both styles depend on social and decision-making abilities such as competence or 29 data. Employees who agree to choose a deal based on forced technology indicate a negative soul level. Kindler (1998) argues that a more important standard of living can be achieved by assuming management's obligation to encourage employees to set incremental goals and resolve conflicts in a genuine way. He acknowledges that employees spend more time on affinity and thrive in a relentless climate. Whenever it is covered, employees may have some concerns. The inability to develop a conclusive plan when implementing change can lead to strange certainties. Likewise, employees may feel that they are facing a career conflict. Conflict resolution is being resolved to view and identify the two parts of the conflict and come

up with a mutually satisfactory answer. If an individual cannot fully satisfy both players, a reasonable casting guru will seek to assist the two players in reaching an agreement.

Conflict is a normal part of life. Individuals do not necessarily agree, and when they disagree, conflict occurs. Sometimes conflict is undesirable, volatile, or even vicious. Conflict can be a useful way to look at all foster care settings and arrangements. This is where conflict resolution capabilities can be a huge advantage.

One of the real positions of the “Irish Conflict Management Foundation” is to make moderate progress, starting with identifiable problems and proof of difficulty, and to promote working guidelines across Europe and Ireland. This interpretation of institutional change leads to a complex mix of workplaces, cross-authorities and applications, and cross-references to many cases (Doherty and Teague 2012). Despite the exponential increase in resources and management, and the extremely vague layout, the audience still had some problems, such as the way individual complainants supported their commitments and with a small number of organisations (employment, entrepreneurship and innovation). In any case, these issues have been around for a while, and it was the drive to cut spending and rally the public in the 2008 recession and currency crisis that prompted proposals to reform the negotiating resolution body. The basic layout progresses quickly. Both workplaces should choose freedom from individual and collective conflict. Another “Workplace Relations Committee (WRC)” will coordinate ongoing work on key resolution components of the “LRC, NERA, the Equality Tribunal and the EAT model”. The EAT's ongoing reassessment of boundaries will not be brought to the Labour Court (Department of Employment, Enterprise and Innovation, 2011). Change the dossier and provide dialogue, and from this point on, the most important need is to resolve the personal struggle and the merger of the two rights in advance, as close as possible to the workplace and the site of the conflict. “One

might expect. Another early resolution of the WRC will be required to review and manage to recall ADR-managed incitement and conflict resolution with the decisive objective of preventing the committee from setting preconditions. Besieged complaints are subject to remediation and early resolution. Governance resolution, WRC will be involved in “first case resolution”. The new organisation will also be responsible for information retention and building positive working relationships (Ministry of Employment, Enterprise and Innovation, 2011). The LRC will also be responsible for other sound actions, which will Strengthening NERA's ongoing work. Labor courts have a variety of procedures to hear questions and provocations raised by the committee regarding interests and opportunities. Courts will also ensure components of EAT's ongoing inspections. In addition, other public agencies are working to resolve conflicts. In 2010, the “Law Reform Commission approached the Organisation” to develop ADR practices in the workplace. The Commission also insisted on recalling commercial contract mediation decisions without seeking such options, based on the right to dispute Core Values (Law Reform Commission 2010:102). The Commission proposes a draft resolution that could make basic and authoritative requirements for regional mediation and empathy, for example, the current regional setting for EAT, which currently has no such game plans (Reform Council Law, 2010). An Intervention Act was passed in 2012 to implement the “Law Reform Council recommendations” by promoting and directing the use of commercial and day-to-day interventions and household supervision (Houses of the Oireachtas 2012). 2012 The proposals in the 2019 Act have no material impact on commercial objections and issues raised with the “LRC, Labour Court, Equality Tribunal, EAT, NERA or any alternative agency”. The scheme has been consolidated so as not to interfere with these agencies' existing or other means of intervention. Furthermore, the Act makes no distinction between some of the internal opinion resolutions that are crucial to employment contracts (Houses of the

Oireachtas 2012, p.6). In order to use early resolution, the Irish Parliament introduced the 2008 Act before its failure in February 2011. Section 33 of the Employment Law Compliance Act sets out a “general duty” for meetings to distinguish objections and workplace discussions. Levels, according to any blueprints developed to resolve conflicts. However, the 2010 Arbitration Act, which oversees intervention leadership, will be far from today's Selective work and relationship powers, of course this is because the plan demonstrated here is now in place in the course of action used. Under section 70 of the Labour Act 1946, the court may consider the dwelling to be an extension. Looking at the size of the 2010 Act, the move away from gambling and business issues suggests that the use of resourceful tactics at an organisational level is still modest.

It has been known about Ireland's verifiable progress in resolving workplace conflicts. Gradually, the spread of formal discussion and grievance methods appears to have greatly contributed to the advancement of expert teachers and relationship management. Various improvements are also great. These include fads since the 1960s in exchange for so-called “overall arrangements” covering pay and conditions and beyond debating skills (Roche 199, p.313). In addition, IBEC's predecessor, the Federation of Employers (FUE), saw in 1980 that the system was created in part because of an increasingly meaningful program in modern relations, including accelerated changes in project presentations, labor markets and innovation (1980 year). The Industrial Relations Commission of Inquiry, established in 1978, without reference to observational evidence, addressed a general concern about the lack of an approach and identified it as “the center of the current malformation of modern relationship practice.” (Industry Council Relations Survey 1981). : 87). Research conducted in the 1970s and 1980s showed that debate and grievance skills were widespread in Irish industry. An overview of the 1975 joint venture with Gorman et al. It was found that more than 80% of large enterprises (at least 500 employees) and more than 66% of

medium-sized enterprises (100-499 employees) have established formal techniques for managing cases, grievances and disciplinary actions. Fewer than 33% of small businesses (25-99 employees) have a formal system here. This finding is consistent with a later survey of small businesses in the Midwest that found that, despite the high number of cases involved, whether unionized or non-union, formal conflict resolution strategies were, to some extent, management. Rights Commissioner or EAT (Gunnigle and Brady 1984). An overview of 141 assembly companies with at least 50 employees found that almost 90 percent of organizations have a formal strategy. Incidence in unionized companies is on the rise (Murray 1984). The case outside the assembly was ambiguous to some listeners, who concluded that traditional techniques were less prevalent in administration (Wallace 1987:134). In 1996-97, the agent conducted an overview of workplaces in companies with at least 20 employees, gathering information on certain aspects of grievance and query resolution. 40% of workplaces in Irish-owned companies use state-provided external offices to address 12 issues, compared to 70% of workplaces in auxiliary companies worldwide. 20% of Irish workplaces are subject to complaints of dealings with companies, compared to 33% of unknown multinational companies (Geary and Roche 2000: 117-8). Formal systems are much less frequent in small company workplaces. Similarly, MNCs (including US MNCs) will almost certainly turn to state offices to determine debate, or use complaint types to deal with the usual methodological stages that are reserved for companies, than their Irish counterparts. The strongest information on the prevalence of conflict resolution techniques and practices comes from a 2008 review commissioned by Hann et al. (Year 2009). A large-scale proxy test of 505 private and state-run businesses in Ireland showed that 62% had a formal grievance and discipline system that used around 79% of the workforce in the sectors covered, resulting in a more dynamic development. Improve management when dealing with disputes affecting individual employees (Hann et al.

2009: 17). As with the previous overview, these multi-stage systems are considered more important and clearer in medium and large companies (using at least 50 people) than in small companies than in aid companies.

## Chapter VI: Conclusion and Future Recommendations

From the findings accumulated from this research, an improvement in the level of confidence between employees in conflict and those who passed the conflict resolution strategy can be clearly noted. Conflict is a feature of the workplace, and in every situation where it feels like a contrast exists. The research also sheds light on the Irish Society's inner working strategies and culture, the nature and causes of conflict, a single mindset, solutions and approaches, and other similarly important perspectives. The researchers noted that employees in conflicting environments were primarily confronted with distress or negative emotions. The review's findings left conflicted people confused, frustrated and anxious. Such low mental state may be reflected in their carelessness at work, terrible performance and low confidence. It also becomes challenging for managers to supervise these employees, which may eventually lead to an atmosphere of intimidation. Mishandling of hierarchies, truancy, and low levels of execution are key indicators that should be observed. Conflicts among people in the organisation should be resolved to find common beliefs. The potential stages in which conflicts occur are themselves fundamental. Suppressing emotions, staying away, or completely disregarding the environment are simple measures to avoid conflict. Progress towards a positive outcome in conflict resolution depends on these variables. Resolving conflict intensely or with a coercive mindset only undermines the level of determination. These findings suggest that negative angles counteract the positive parts of people who conflict in this way, proving that theoretical expression 1 is positive. The researchers likewise gained some knowledge about the different practices accessible and rehearsed in the Irish Society. Assuming critical parts of the results of conflict resolution methods, basic judgments about measuring organisations cannot be trusted. Findings suggest that, although the majority of members work in the larger 62 organisations, there is a lack of behavior to enforce formal methods.

People tend to speculate that this technique is tedious, overkill, and has a lot of problems in this case. The Irish Society proposes different conflict resolution tools such as coaching, group building exercises, outsider mediation, etc. The findings of the review indicated that coaching was considered the best training method in the Irish Organisation. Notably, employees found solace in inner-solving techniques, such as coaching. It is often assumed that employees in these organisations are driven by professional, dynamic pioneers who are concerned about the well-being of their employees. The simple fact that employees like to debate internally speaks for itself. A large percentage of employees also overlooked the ways in which bias in assessments could equally be taken into account. The study focused on the impact of conflict resolution on employee confidence. The introductory findings indicated that employees exhibited negative levels of spirit when engaging in conflict. 78% of employees went through the conflict resolution process, with 59% of respondents satisfied with the results. Only a small percentage of the population opposes recognizing the importance of workplace conflict. Hence the tendency to infer that most employees grasp the importance of workplace conflict. These employees are generally more creative in their methodology and more likely to have the upper hand in their careers. They may try to connect more within the workplace, communicate better with colleagues, and be more inspired than others. Leadership styles take into account employees' levels of inspiration. As such, these organisations become powerful areas of strength. The way in which most employees are satisfied with the results indicates a shift from negative assurance to positive cooperation confidence. These employees are generally considered to discriminate against the importance of conflict resolution because they are adversely affected. Employee recognition of support for developing conflict resolution procedures is readily accepted as it helps to get rid of persistent problems, not the people involved. Sports and tourism can sometimes be a leisure business. Especially during the Irish summer, researchers



observed that these organisations were working at a very high rate to do more business. The extra compactness and responsibility could lead to an additional 63 conflicts.

The rise and advancement of these organizations reflects a durable example of real and instantaneous change and development, which has brought about complex arrangements of institutions with encompassing authority and replication capabilities. Within these organizations, there have been some obscure developments in aid arrangements. Disquiet over conflict resolution frameworks and the pursuit of cost slicing have prompted pressure to change conflict resolution institutions. Conflict resolution in the workplace has progressed with the professionalization of teacher management and the development of business regulations. The traditional multi-step approach to addressing individual complaints and aggregated issues is currently predominant among large and multinational corporations, although more modest companies still seem to still often rely on ad hoc planning, impromptu planning and familiarity. ADR drills have also become an element of conflict resolution. These are limited in their incidence in complaint handling and, oddly, have all the hallmarks of being accepted in any precise way. The different types of ADRs that tend to aggregate or aggregate conflicts are clearer, and these seem to be part of a more ordered conflict management example. The ADR or cross-ADR framework is currently highlighted in approximately 30% of organizations using approximately 50 employees. Antecedents of ADR drills include developing business regulatory groups, companies struggling to further develop working relationships, concerns about limiting conflict resolution to the confines of companies and human resource management. With regard to unaffiliated MNCs, research has shown that support managers' nervousness about innovating in the specific area of human resource management prevents methodical acceptance of a series of conflict management exercises. The example of including lines and administration in conflict resolution is a different one. Line and

executive managers often take a lot of responsibility for conflict resolution, but they often do so without hierarchical support, such as preparation, or are not considered responsible for their performance here. Conflict resolution lines and administrative commitments are seen as being associated with progress towards positive authoritative outcomes. In any event, there is little evidence that the underlying incidence of ADR drills affects authority execution. Nor could any evidence be found for the positive framing consequences of layered enforcement proposed by proponents of the conflict management framing hypothesis. Regarding other company-level developments, in some cases progress was evident in the use of internal committees, new procedural phases, work alignment and courses of action, and intervention or assistance within the workplace. While crucial, these developments appear to be far from it. Nor are they often the result of fundamental 30 changes, including many progressive or discounted changes in strategy—even where they occur in the context of shared obligations to problem-solving and evidence-based problem-solving.

There is no doubt that the use of ADRs in Ireland has expanded over the past five years. In Ireland, the number of individual employees seeking legal cases has risen sharply, with the result that the office that draws debate resolutions is under pressure. According to some observers, widespread financial and social changes in Ireland are putting serious tensions on the type of business management/debate resolution that has been established, which will then need to be re-established. While customers tend to complain while approaching their organisation representatives, in many non-organisation workplaces this autonomous “voice” tool is not available, so they are bound to pass laws corresponding to issues such as isolation and torture Interact to seek change. Some analysts, including Professor Paul Teague at Queen's University Belfast, believe ADR is necessary given the weakening of collaboration and the multiplication of unconnected workplaces. More and

more debates should be settled on a single premise; for example, as reflected in the rise in obscenity claims. Teacher Teague suggested that instead of debate-solving exercises, problem-avoidance and critical-thinking exercises should be improved, and more should be done on a hierarchy level to address issues and the starting point of complaints. As a consequence, organisations need to use an internal method to identify problems.

Recently, there has been a significant increase in private ADR content specialists. However, there are only minimal guidelines for the practice of these trained professionals, followed by the belief that the conventions that govern their practice are important. Ultimately, in the face of increasingly fractured relations in modern Ireland, the LRC must promote the view that organisations should take a holistic approach to confronting and resolving workplace conflicts. . There is a need for actionable strategies to promote workplace conflict standards and norms. It is important to note that these public standards should not be intertwined with attempts to preserve traditional volunteerism, suggesting that workplace issues must be truly addressed through a converging cycle that puts the organization in the spotlight for audience workers. All things considered, public standards for workplace conflict should be linked to ensuring that organisations and non-organisation companies adhere to standards of reasonableness and value when dealing with business complaints and inquiries. For example, research on workplace ethics and conflict management has shown limited use of outsiders to help resolve business disputes in organisations. However, when an employer seeks outside help, he/she will usually go to an expert with a management background to express intercession. In Ireland, a private sector of ADR providers is emerging, with no structure, technology or regulation. Former HR managers and workers' organising authorities, individuals leaving the state and some former community workers are offering a range of different administrative solutions to disputes over emerging private costs as

part of the Problem Resolution Framework in Ireland. The Irish Institute of Arbitrators has established a “ranked chapter and workplace” as electoral administrations here are increasingly interested and have issued well-trained guidelines for their individuals. However, some experts provide their management to employers and employees as direct representatives, as free agents, they fall in between or as judges (e.g., just mentioning doing so, similar people would be in these categories provide their management). This raises questions about the apparent reliability of the selective private framework, especially when similar deficiencies are not considered to adversely affect state-provided frameworks. While it is difficult to quantify the full frequency of private options, the recount evidence suggests that they are thriving, with various entertainment providers largely unregulated. Therefore, new LRCs have value in maintaining training norms or conventions overseen by such providers. In this way, the Office of Public Debate Resolution should ensure that the private market is demonstrating ethical principles for managing workplace conflict. Without these norms, there is no guarantee that employees who refer private outside experts will receive significant procedural or equity.

Employees who experience conflict resolution will be happy to keep quiet, giving them a better idea of how to deal with troublesome situations later. Better judgment can help people try not to make unreasonable choices that could interfere with the assertions about future research. This research enables researchers to understand all aspects of conflict and resolution interactions. This study enables researchers to obtain information on conflict processes, resolution exercises, and related problems. The study focused on Irish employees working in the sport and tourism industries. Membership is limited to restricted urban areas in Ireland. To expand on this scrutiny, senior management and employees can be alerted to the comparable height of scrutiny that was initially avoided as part of this research. These members may have given different perspectives on

conflict monitoring. As the authority of senior management, they may have gained practical experience in how to manage demoralized employees, which can fundamentally interfere with the findings. Their own leadership, connections, and mastery affect the way in which they have or have managed to live with these findings. Furthermore, the researchers decided to use a comfort check strategy due to the limited time and accessibility of respondents. A basic irregularity checking technique can be used, which gives more reliable results when the entire community is included in the review. Likewise, hybrid technologies may be unambiguous in terms of respondents' social experience. Considering the points already mentioned, in addition to the suggestions already mentioned and reducing the time requirement to obtain sufficient information, try to consider any future research on similar topics.

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## Appendix

### Demographics

Job title

Level of satisfaction

### Interview questions

1. What is your designation?
2. Do you enjoy doing your job in the company you work?
3. Your company measures productivity of the employees?
4. Have you ever faced a conflicting situation in your work environment?
5. “When you face a conflict situation, to what extent do you usually use each of the following behaviors in the company”
6. “Does stress impact on employee productivity?”
7. “Did the way the conflict was handled bring you any satisfaction?”
8. “Did the way the conflict was handled influence your productivity in performing your duties?”
9. “How often employee wellbeing is being prioritize in your organization?”
10. “What are the factors that hinders employees to achieve their goals in the organization?”