

Workplace Dispute Management

**The Role of Human Resources training and development in
resolving workplace disputes**

Title page



Dissertation Submission Form

LEARNER NUMBER:	51711699
NAME:	Zohaad Ali Haidri
COURSE:	Masters in Dispute Resolution
DISSERTATION TITLE:	Workplace Dispute Management The Role of Human Resources department training and development in resolving workplace disputes
SUPERVISOR NAME:	Klaus Walter
WORD COUNT:	16122
DUE DATE:	05-11-2021
DATE SUBMITTED:	05-11-2021

I certify that:

- This dissertation is all my own work, and no part of this dissertation has been copied from another source: Yes ✓ No
- I understand that this dissertation may be checked for plagiarism by electronic or other means and may be transferred and stored in a database for the purposes of data-matching to help detect plagiarism: Yes ✓ No
- This dissertation has not previously been submitted in part or in full for assessment to any other institution: Yes ✓ No
- I consent to the retention of my dissertation (hardcopy) in the library for the purpose of future research: Yes ✓ No
- I consent to the inclusion of my dissertation in an electronic database maintained by the library: Yes ✓ No

(Note that if no check boxes are selected, this dissertation will be regarded as NOT properly submitted, and may be subject to a late submission penalty)

Name: Zohaad Ali Haidri

Date: 05-11-2021

Notes:

(insert dissertation here)

Declaration

Independent College Dublin

Assessment Cover Page Autumn Semester 2019

	<i>Student A</i>	<i>Student B</i>	<i>Student C</i>	<i>Student D</i>	<i>Student E</i>
Student Number(s):	51711699	# here	# here	# here	# here
Student Name(s): <i>(In the same order as student numbers above)</i>	Zohaad Ali Haidri				
Lecturer's Name(s):	Klaus Walter				
Module Name:	Dissertation				
Assignment Title:	Workplace dispute management: The role of human resources training and development in resolving workplace disputes				
Due Date:	05/11/2021				
Date of Submission:	05/11/2021				
Requested Word Length:	15000 to 18000				
Actual Word Length (excluding list of references):	16122				

Check you have used the following file name convention: **Checked**

surname_student ID_.doc or .docx eg: durant_51600001.doc, or durant_51600001_bird_51600002_james_51600003.doc

INTELLECTUAL PROPERTY STATEMENT By checking the box below: I/we (if submitting on behalf of a group) certify that this assignment is my/our own work and is free from plagiarism. I/we understand that the assignment may be checked for plagiarism by electronic or other means and may be transferred and stored in a database for the purposes of data-matching to help detect plagiarism. The assignment has not previously been submitted for assessment in any other module or to any other institution.

Agree

Date:

05/11/2021

Table of Contents

Acknowledgements.....	Error! Bookmark not defined.
Abstract.....	7
List of tables and figures.....	8
Chapter 1	
Aims and Objectives.....	24
Research questions.....	25
Chapter 2	
Literature review.....	26
Chapter 3	
Research Methodology.....	52
Chapter 4	
Presentation of data.....	57
Chapter 5	
Data analysis and findings.....	61
Chapter 6	
Discussion.....	73
Chapter 7	
Conclusion.....	78
Personal Reflection.....	79
Reference List.....	82
Appendices.....	89

Acknowledgements

First of all, I would like to thank my Supervisor, Mr. Klaus Walter, who has been a continuous and always-available support throughout this process. He was very responsive and our communication was prompt whenever I needed his support. He really helped me with his experience to find my way in the right direction. His technical support and guidelines really helped me to complete my dissertation as per academic requirements.

Secondly, I would like to thank all my teachers, especially Mr. Paul Crowther, who actually prepared us through his teaching expertise to understand the true meaning and application of the research method in the 2nd semester. Moreover, my thanks to all the independent college staff were available to help throughout the academic year.

Lastly, I would like to say thanks to Mr. Zawar Haidri for his continuous support and guidance, which made it easier for me to understand and apply academic requirements in my dissertation research work. He was always available for support, which really helped me to complete and understand the academic technical requirements of my dissertation.

I also want to say thanks to all my family members and friends for their prayers and support, and to those people, whom I know or not, who took part in the survey, which gave me a really insightful view of the workplace environment. The dissertation experience was one of the most unique and different experiences of my life. During this journey, many people have supported me. With due apologies, I cannot name everyone, but I do feel gratitude from the core of my heart for those who participated in the survey.

Abstract

The primary objective of this study was to determine the effectiveness of human resource training and development in resolving workplace disputes. The research should concentrate on Human Resources' general function as a department, as well as on the impact of Human Resources training and development on workplace dispute resolution in particular. Additionally, this research will examine the root cause and triggers of a dispute at workplace, dispute resolution techniques and methods, and the importance of workplace dispute management training.

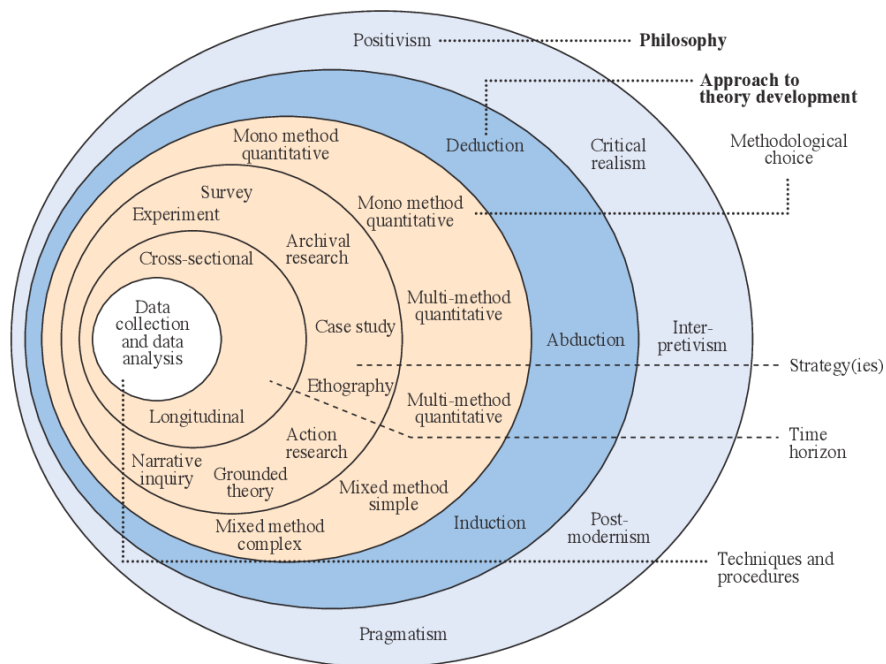
A quantitative study was conducted in the form of an online survey to investigate what dispute management practices are in use, whether Human Resources had adopted any dispute Resolution procedures and conducted training sessions to educate employees, and whether the Human Resources training and development were employing any innovative methods of providing knowledge. Moreover, the purpose of the survey was to get more information from respondents about their workplace experience and working environment, whether it is a working relationship with co-workers, managers, or with human resources.

The literature review research was conducted to get more academic knowledge on the issue of workplace dispute resolution. The aim was to get more guidance through the work of previous authors who had done deep research or studies in the field of workplace dispute resolution. The literature review section will talk about causes, impact and tackling workplace disputes. Moreover, this section is heavily influenced by the main research topic of human resources training and development and its performance as the department in general. Section 3 covers the methodology, conclusion, and discussion will be discussed in the later chapters.

List of tables and figures

Research Methodology

Figure 1



v 1. Research onion¹

Survey questionnaire

Section 1 About yourself

Q 1 What is your gender?

Figure 1

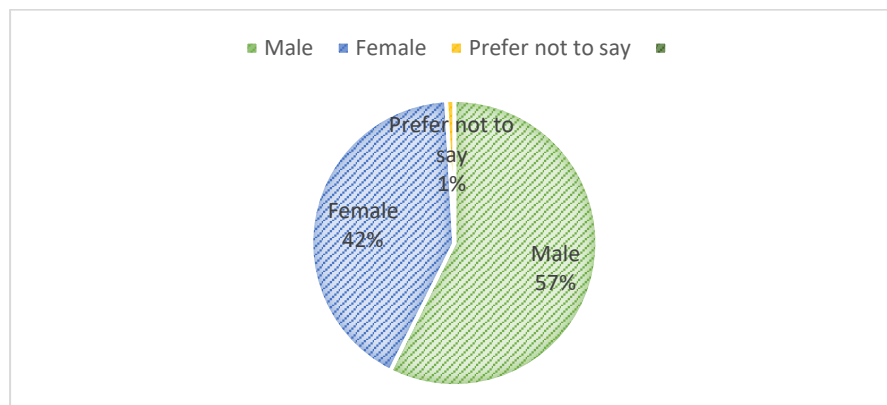


Table 1

Respondents	Variables	Percentage
Male	66	57%
Female	48	42%
Prefer not to say	1	1%
Total	115	100%

Figure 2

Q2 What is your age?

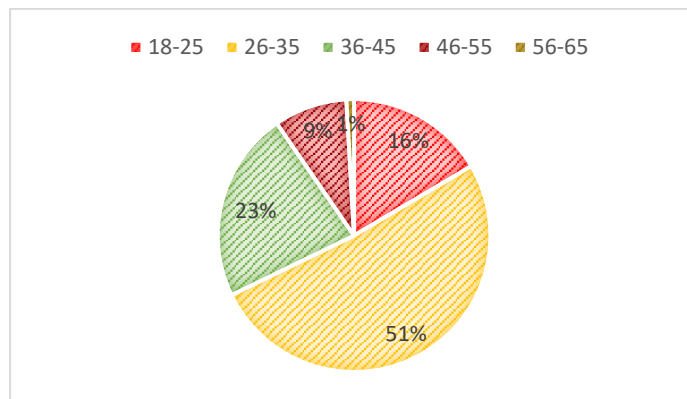


Table 2

Age group	Variables	Percentage
18-25	19	16.5%
26-35	59	51.3%
36-45	26	22.5%
46-55	10	8.7%
56-65	1	1 %
Total	115	100%

Figure 3

Q 3 What is your nature of job?

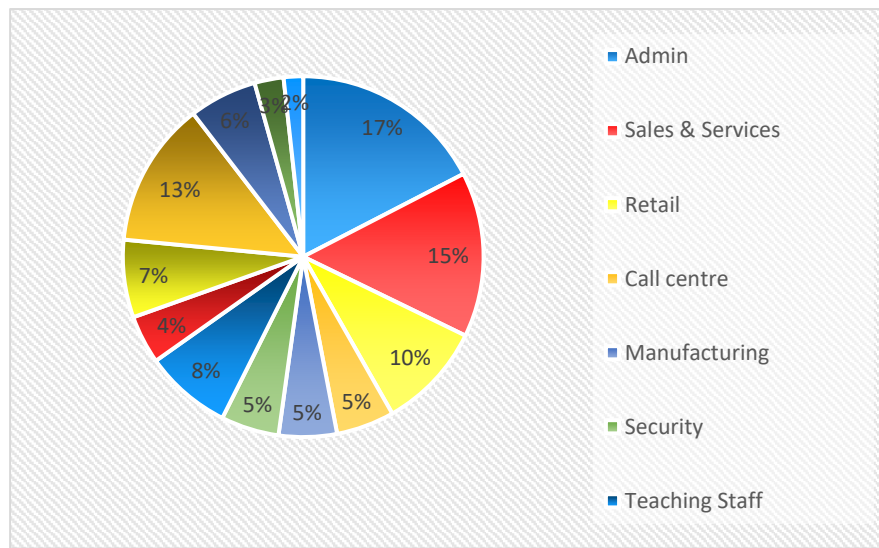


Table 3

Nature of the job	Variables	Percentage
Admin	20	17.39%
Sales & Services	17	14.78%
Retail	11	9.56%
Call centre	6	5.20%
Manufacturing	6	5.20%
Security	6	5.20%
Teaching staff	9	7.80%
Accounting & Finance	5	4.34%
Medical Professionals	8	6.95%
IT & Telecom	15	13.04%
Owners & Managers	7	6.08%
Research associates & Trainees	3	2.60%
Compliance	2	1.74%
Total	115	99.88%

Figure 4

Q 4 What is your designation?

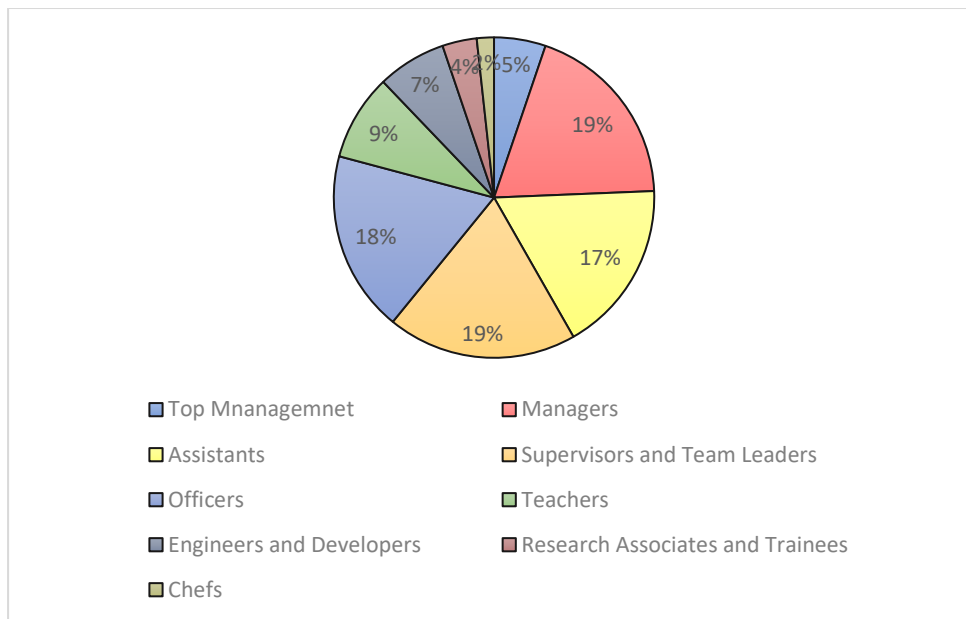


Table 4

Respondents' Designation	Variables	Percentage
Top Management	6	5.21%
Managers	22	19.13%
Assistants	20	17.39%
Supervisors & Team leaders	22	19.13%
Officers (Rank)	21	18.26%
Teachers	10	8.69%
Engineers & Developers	8	6.95%
Research Associates & Trainees	4	3.47%
Chefs	2	1.7%
Total Respondents	115	99.93

Figure 5

Q 5 How long have you been working for your current employer?

115 responses

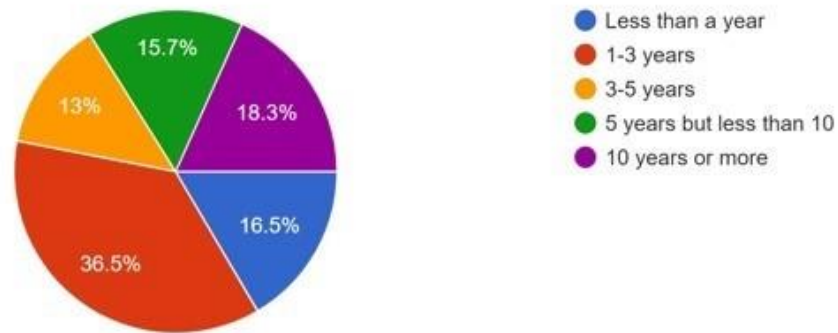


Table 5

Respondent's job duration	Variables	Percentage
Less than a year	19	16.5%
1-3 years	42	36.5%
3-5 years	15	13%
5 years but less than 10	18	15.7%
10 years or more	21	18.3%
Total	115	100%

Figure 6

Q 6

Do you know about Dispute Resolution and Mediation?

115 responses

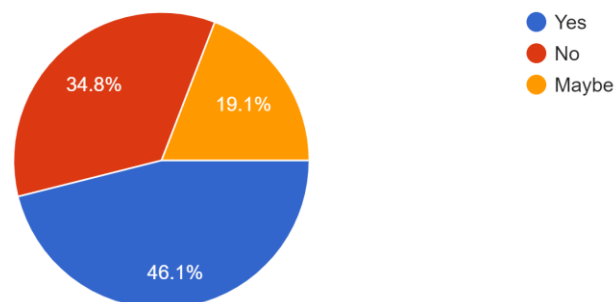


Table 6

Respondent response	Variables	Percentage
Yes	53	46.1%
NO	40	34.8%
Maybe	22	19.1%
Total	115	100%

Section 2 About dispute resolution

Figure 1 Clustered bars and variables

Q1



Figure 2

Q 2

Do you think that if disagreements are seen constructively, they may result in new ideas and eventually, innovation?
115 responses

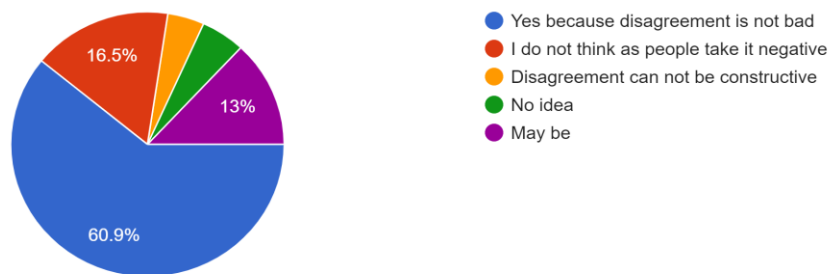
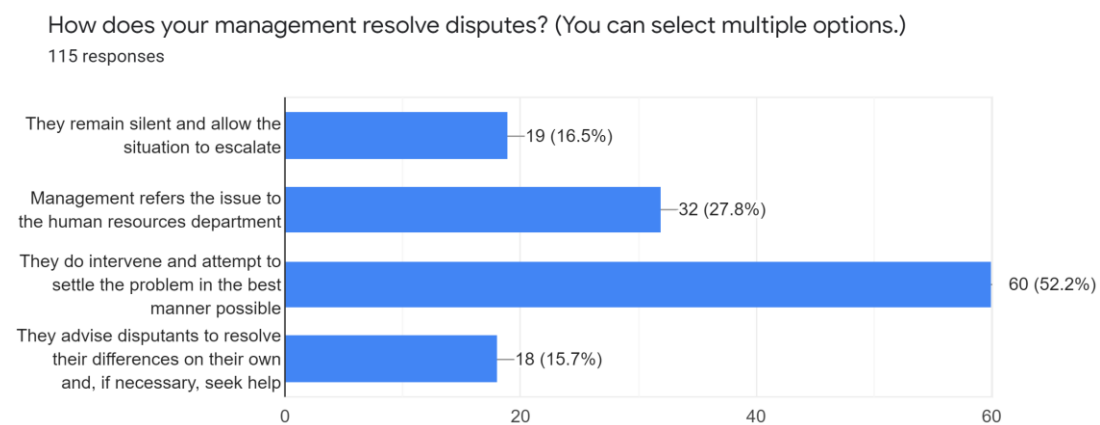


Table 2

Options	Variables	Percentage
Yes because disagreement is not bad	70	60.9%
I do not think as people take it negative	19	16.5%
Disagreement can not be constructive	15	4.3%
No idea	6	5.2%
May be	5	13%
Total	115	99.99%

Figure 3 Clustered bar and Variables

Q 3



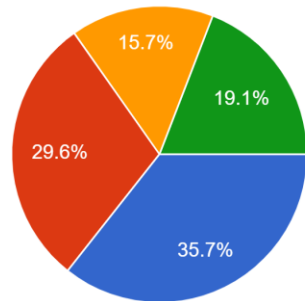
Section 3

The Role of Human resources department (Training and development)

Figure 1

Q 1

Have you received induction training after being recruited, in which the Human Resources Department described a company's goals and objectives and strategies for resolving workplace disputes?
115 responses



- Yes, I did get induction training, discuss goals and objectives, procedures, and strategies to resolve workplace disputes
- I did get induction training, discussed goals and objectives but there was nothing about Workplace dispute
- My induction was just a formality; nothing was discussed about the com...
- I did not get anything; I just began working on a particular day

Table 1

Options	Variables	Percentage
Yes, I did get induction training, discuss goals and objectives, procedures, and strategies to resolve workplace disputes	41	35.7%
I did get induction training, discussed goals and objectives but there was nothing about Workplace dispute	34	29.6%
My induction was just a formality; nothing was discussed about the company or workplace dispute	18	15.7%
I did not get anything; I just began working on a particular day	22	19.1%

Figure 2

Q 2

If you did or did not get induction training, is there a dedicated chapter in your staff handbook where you can get information about workplace dispute resolution?

115 responses

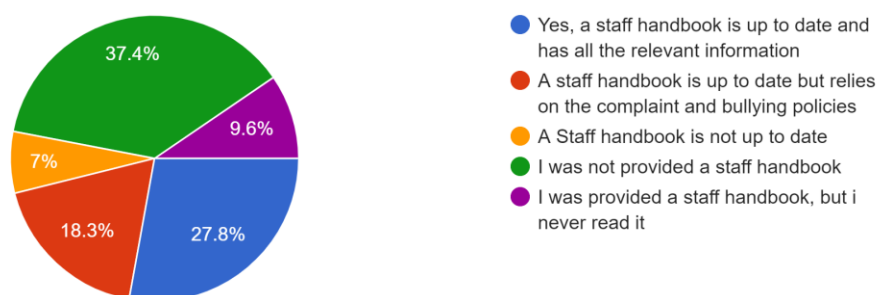


Table 2

Options	Variables	Percentage
Yes, a staff handbook is up to date and has all the relevant information.	32	27.8%
A staff handbook is up to date but relies on the complaint and bullying policies.	21	18.3%
A Staff handbook is not up to date.	8	7%
I was not provided a staff handbook.	43	37.4%
I was provided a staff handbook, but I never read it.	11	9.6%

Figure 3

Q 3

How frequently does human resources training and development conduct sessions on workplace dispute resolution strategies and procedures and talk about workplace issues ?

115 responses

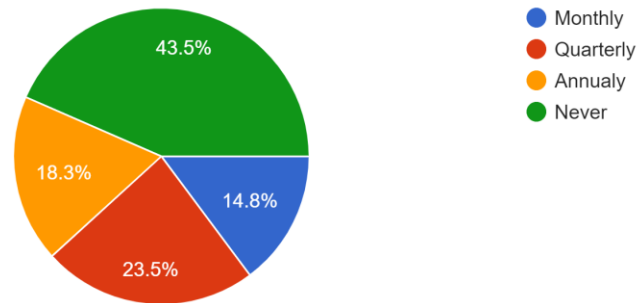


Table 3

Options	Variables	Percentage
Monthly	17	14.8%
Quarterly	27	23.5%
Annually	21	18.3%
Never	50	43.5%

Q 4

Do you feel that when a manager communicates dissatisfaction with an employee, the Human Resources department seems to stand with the management team?

Figure 4



Table 4

Options	Variables	Percentage
Yes, I have experienced it and left the job.	15	13%
Human resources listens to me and gives me an opportunity to share my perspective.	35	30.4%
I never had a problem as my management is very supportive	40	34.8%
I have no idea as I never had interacted with Human Resources	25	21.8%

Figure 5

Q 5

Do you believe that the Human Resources Training and Development is well-trained and knows how to organize and conduct training workshops?

115 responses

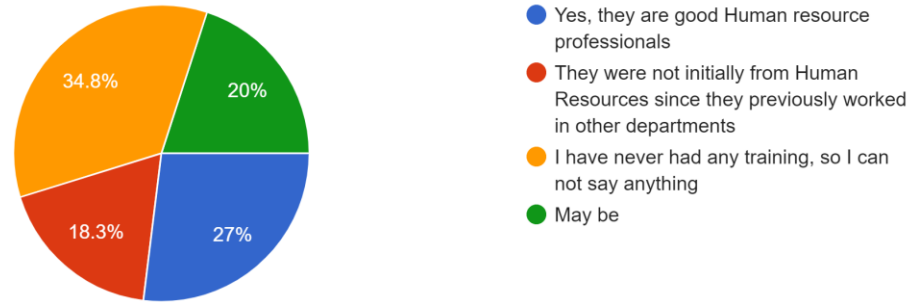


Table 5

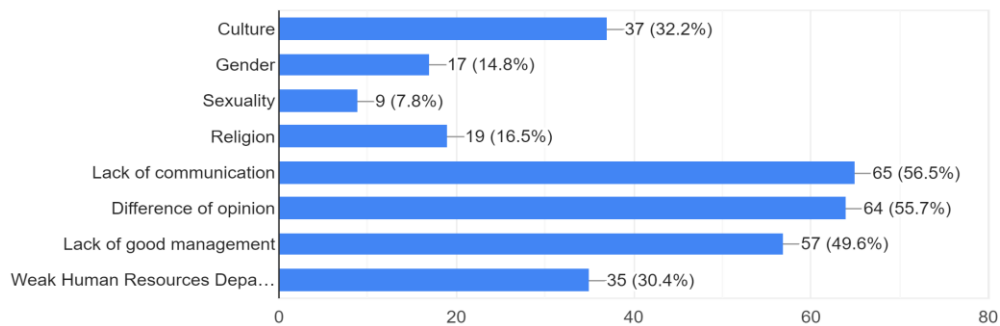
Options	Variables	Percentage
Yes, they are good Human resource professionals	31	27%
They were not initially from Human Resources since they previously worked in other departments	21	18.3%
I have never had any training, so I cannot say anything	40	34.8%
May be	23	20%

Figure 6 Cluster bars and variables

Q 6

Which aspect of the workplace, in your view, is the main cause of dispute?? (You can check more than one option)

115 responses



Section 4

About working environment

Figure 1 Clustered bars and variables

Q 1

Are you happy with the manner in which your manager or supervisor assigns tasks? (You can check more than one option)

115 responses

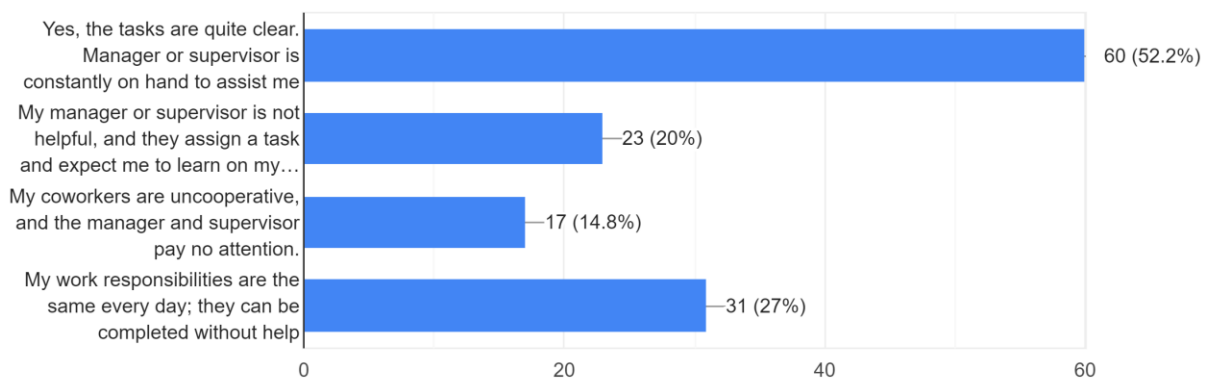


Figure 2 Cluster bars and variables

Q 2

How would you or do you resolve workplace disputes at first? (You can check more than one option)

115 responses

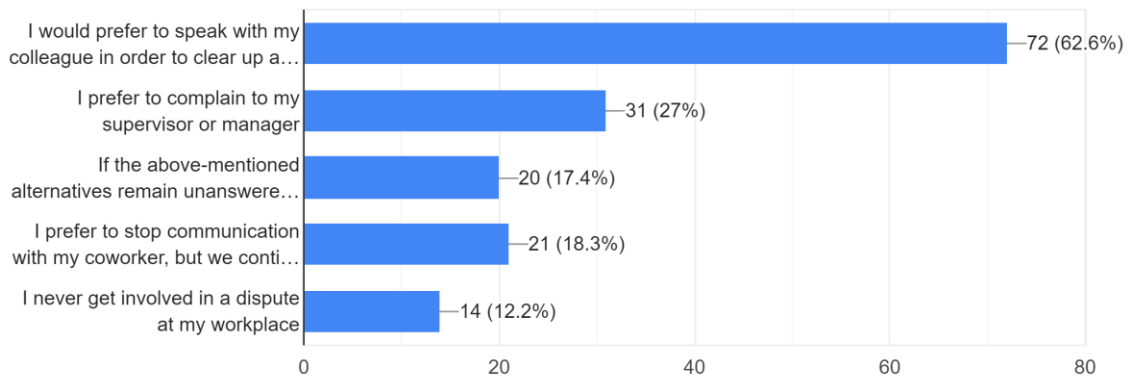


Figure 3

Q 3

After reading the above statement, do you believe that empathy at work may be beneficial in fostering a healthy work atmosphere free of dispute?

115 responses

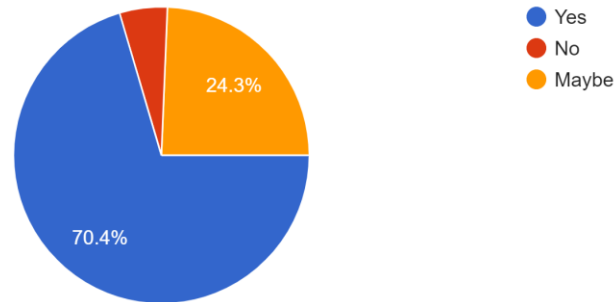


Table 3

Options	Variables	Percentage
Yes	81	70.4%
No	6	5.2%
Maybe	28	24.3%
Total	115	100%

Figure 4

Q 4

When disagreement and friction persist among employees, the workplace becomes politicized, and attention is diverted away from the organization's fundamental goals.

115 responses

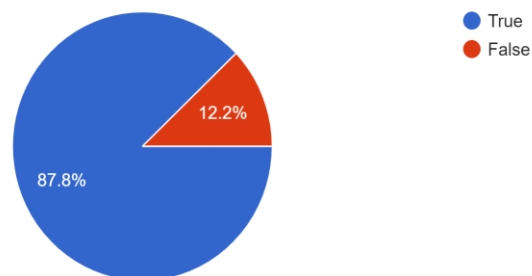


Table 4

Options	Variables	Percentage
True	101	87.8%
False	14	12.2%
Total	115	100%

Figure 5

Q 5

Poor human resource management will have consequences throughout the organization.
Employee dissatisfaction, a lack of recognition, inadequate training, and a lack of team development.
115 responses

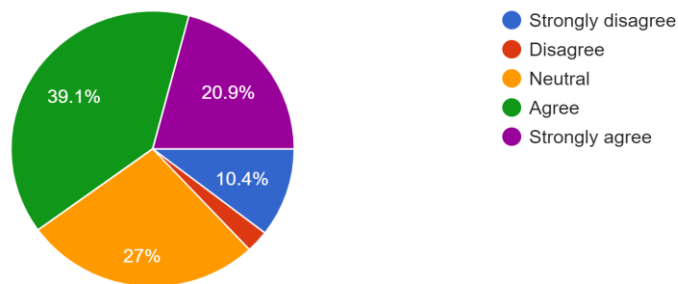


Table 5

Options	Variables	Percentage
Strongly agree	12	10.4%
Disagree	3	2.6%
Neutral	31	27%
Agree	45	39.1%
Strongly agree	24	20.9%
Table	115	100%

Chapter 1

1. Introduction

The focus of this research is on the management of workplace conflicts and the strategies for training and development of human resources in place to prevent and resolve them. Despite the fact that disagreement may lead to new ideas and boost motivation and teamwork, it can also evolve into a confrontation if not handled appropriately. Dispute with co-workers or superiors, for example, may lead to burnout and demotivation in the form of stress and absence.

When it comes to human resources and the training and development process, as well as management and how it influences the workplace in terms of resolving workplace disputes. In chapter 2, a literature review will be discussed about the most recent results and theories in the workplace dispute resolution area. There will also be a discussion on a wider perspective about workplace dispute resolution's techniques and will also discuss the role of managers and supervisors and any other novel ideas.

The second chapter (literature review) addresses the research topics that will be pursued as part of the study plan. The research approach will be discussed in detail in Chapter 3. This demonstrates how a workplace survey was used to get insight into workplace dispute resolution and how this strategy is helpful with other research methodologies for the study's objectives. In addition, the chapter will go over the methods used to analyse the data. The conclusions of the study, derived via an online survey, will be described in Chapter 4. There is evidence that human resources are crucial in business and that different types of workplace practices have varying levels of efficacy. Managers and supervisors' roles were also included as part of the study's conclusions on dispute resolution. The implications of the findings will be discussed in detail in chapters 6.

2 Aims and Objectives

2.1 Objective

- (1) To investigate the efficacy of human resources training and development in providing workplace dispute management training.
- (2) To investigate the overall impact on a workplace and employee performance due to a lack of workplace dispute management training.

2.1.1 Sub objectives

- (1) To understand the role of managers and supervisors in managing and resolving workplace disputes.
- (2) To explore the alternative dispute management methods as a means of resolving workplace disputes.

2.2 Aims

This research was conducted to determine the impact of workplace disputes on employees' performance which certainly affects organisation's growth if dispute resolution methods and procedures are not in place. The aims of this research are as below;

- (1) Emphasize the importance of workplace dispute management when the human resources department adopts it as part of their policy.
- (2) The aim is to create a training environment where every employee gets workplace dispute resolution training and learns the procedure to counter it.
- (3) The purpose is to have a working environment where disagreements are productively handled, not taken as disputes.

2.3 Research questions

- (1) Why is the role of the human resources department important in training and development in resolving workplace disputes?

- (2) Is Human Resources Training and Development doing enough to resolve workplace dispute?

- (3) Is the human resources department keen on teaching employees dispute resolution methods and techniques?

- (4) How beneficial can dispute management skills be for employees and organisations?

- (5) What role managers and supervisors can play to resolve workplace disputes?

Chapter 2

2.1 Literature review

2.1.1 Preamble

A workplace dispute has never been addressed in a way that shows that organisations really want to get into this. Organisations do not want to accept the reality that disputes really exist. The dispute management techniques organizations generally use are old ways of resolving disputes, which are actually heavily dependent on the complaint and bullying policy. Many organisations pour responsibility for resolution on the shoulders of managers and supervisors, who may not have the competence or proper training to address and resolve disputes. (Liddle, 2017).

Research was conducted by personality testing firm, OPP (2008) in collaboration with the Chartered Institute of Personnel and Development (CIPD), 37% of Irish employees face disputes on a regular basis, and about 26% have experienced incidents that led to bullying during their careers, while the same proportion of employees leave their organisations after a disagreement. Johnson and Keddy (2010) stated that; the causes of the stiffness between managers and employees was not surprising. Could it be possible to eliminate workplace disputes? The straightforward answer is "NO". In this perspective, the responsibility of the Human Resources Department came into being, to train employees so that they could feel prepared and deal with the issues professionally.

According to Young, one out of every four Irish employers has a labor dispute each year (2019). The Adare Human Resource Management HR Barometer data is used in this analysis. In addition, the average Irish worker is expected to spend 3.3 hours per week dealing with work-related issues. Strut and Nordstrom (2017) suggested that it is unlikely to form an effective team that can add productivity without giving them a proper road map. Through dispute

resolution training workshops, human resources must empower people. Any obstacles which come in the way should be addressed by adopting appropriate methods and helping those who are struggling to cope with tension, stress, or are unable to retain good standards within the workplace.

Tehrani (2013) indicates that; when the human resources department hires people from different backgrounds and cultures, in fact, their priorities are working with them as well. He added that the expression of dispute may vary in the form of annoyance, bullying, harsh words, or foul language. Gramberg (2006) added that it can range from personal disputes, which may be the result of miscommunication or lack of management of workplace issues. He emphasized it is very important and crucial to understand and to be aware of the research which has already identified the major obstacles which can prevent disputes from occurring in the workplace.

Raines (2012) explained that; it is predictable that disputes will arise in a healthy organization. An organisation brings together people from diverse cultures who have varying opinions and views about various issues encountered on a daily basis. Because there are so many different viewpoints and points of view, there exist locations of parity and disparity. Workplace disagreements are characterized as "issues that evoke frequent emotional outbursts, frustration, and wrath" as a result of inequality.

According to Doherty and Guyler (2008), there are so many different viewpoints and points of view, there exist locations of parity and disparity. Workplace disagreements are characterized as "issues that evoke frequent emotional outbursts, frustration, and wrath" as a result of inequality. The primary barrier to an initial dispute settlement is managers who are hesitant to confront challenging questions, even when enough training and instruction has been provided. Because of the ambiguity, management is pushed to adopt formal procedures (complaint and bullying policy) for dispute resolution. According to Johnson and Keddy (2010), another

barrier to more widespread use of dispute resolution methods is organizations' so-called "economic interests." When workloads and demands to enhance customer service and efficiency rise, operational and line managers are less likely to devote their whole time and effort to adopt procedures and standards.

Raines (2012) suggested while employee dispute is inevitable, it is never acceptable to ignore it. Long-term disputes can cause morale and customer satisfaction to suffer. The managers and supervisors must be aware of dispute signals and be proactive in addressing them, bringing the workers together to discuss and resolve disagreements. Having a work environment and relationship that is conducive to our well-being is critical for our well-being, especially if we spend a considerable portion of our waking hours at the office. Raines (2012) elaborated more; due to our wide range of experiences and viewpoints, we tend to perceive the world differently. This influences the way we respond to groups of people and situations at work, which in turn can affect our relationships.

Scannell (2010, p.3) elaborated diversity of workplace; every individual is different, and they do differ in how they do every day work and approach goals. It is a good thing to have a variety of experiences and viewpoints, but sometimes this can cause misunderstandings and conflict between people. This implies that anytime two or more individuals collaborate, they will disagree on tactics for achieving certain goals. Coates (2018) elaborated; in an organization, such disputes may be either beneficial or harmful. Constructive disputes are excellent for organizational growth, whereas destructive disputes are unpleasant confrontations. While eliminating workplace disputes is difficult, damaging confrontations are extremely undesirable. They should be maintained to a bare minimum.

2.1.2 Causes of Workplace Disputes

(Nankervis et. al, 2020) Disputes can have a negative influence on how a company runs. Conflict avoidance is a dangerous way of dispute settlement since the fundamental objective of organizational leadership is to identify solutions to challenges that may restrict an organization's performance so that it may give value to its owners (shareholders). Toomey and Oetzel (2001) stated that; workplace diversity provides both, opportunities and challenges, organizations are made up of people from diverse cultural, professional, and ethnic, age, and other demographic backgrounds. When individuals are divided by these differences in diversity, cultural disputes arise.

Asare (2019) stated that Human resources has a vital role in organisation's success and sustainability. This means that Human Resources Department has significant challenges in their pursuit of effective strategies for recruiting, teaching, developing, and retaining the best-qualified employees in a firm with a diverse workforce. As more companies attempt to engage in global business as a means of strengthening their competitive edge, these problems become even more evident. Toomey and Oetzel (2001) added more; the more the diversity of the workforce, the greater the likelihood of workplace disputes caused by disparities in diversity. Organizations, on the other side, benefit from increased worker innovation and creative potential when effective measures for dealing with diversity are implemented.

Katz (2010, p.9) illustrated that there are two sorts of workplace conflicts: destructive and productive. In destructive disputes, personality clashes are widespread. When people can't get along with one another, they get into a harmful argument. This type of professional dispute is typically fuelled by emotion and preconceived beliefs about the motives and character of another person. The team member feels the team leader is out to "get" him or her since he or she is not one of the "favoured children.

The second kind occurs when people have differing viewpoints on judgements and concepts relating to a certain profession or activity, as Katz (2010, p. 9) noted. Conflicting ideas can become useful when parties involved in a disagreement are willing to join in brainstorming sessions. When it comes to improving an organization's performance, compromised ideas are sometimes more successful than original ones.

Boas (2018) stated that; personality clashes, as mentioned above, are a source of workplace disputes. They begin with disagreements about specific business practices, which quickly escalate into mutual hatred. Due to disparities in diversity and other personality traits, two people may not like each other right from the start. Liddle (2017) indicated that; some internal disputes might arise as a result of a lack of faith in HR to resolve disagreements between two workers. When given the opportunity to take control of the situation, the parties in conflict tend to widen their differences.

As a result, HR has a responsibility to assess the situations that may induce workers to reject HR's involvement in dispute resolution. On the other hand, Managers need interpersonal skills to establish workplace trust and collaboration from employees who are collectively responsible for achieving company objectives. In reality, maintaining a peaceful culture characterized by worker collaboration is one of the tasks of management in an organization, as indicated by Raines (2012), in order to fulfil the company's goals, purpose, and objectives.

Roche (et. al 2014) Employee unhappiness might be attributed to a failure to collaborate. Misconceptions caused by poor or inadequate communication, as well as a lack of organizational resources, which leads to competitiveness and conflicting requirements, are other factors of workplace problems. When certain roles with greater effort input requirements or poorly performed activities are reassigned to other workers, poor performance in duties entrusted to them may lead to disagreements.

2.1.3 Diversity at workplace

Businesses throughout the world value diversity in their workforce. This strategic endeavour is stymied by the notion that recruiting employees from diverse backgrounds give a corporation a competitive advantage. For example, an organization has the capacity to access and benefit from a varied collection of talents and knowledge bases. This shows that a corporation may create and produce a wide range of products that, when traded on global markets, yield bigger profits. It's crucial to remember that diversity brings individuals from all walks of life together stated by Barak (2016).

Focusing on diversity as a strategic strategy for a company results in increased growth and product range owing to the creativity created by individuals with diverse abilities collaborating. According to the above statement, workplace diversity can lead to cultural tensions. Because it helps workers recognise that different individuals have various talents and views and these differences should not be allowed to affect the way people connect to one another's, Human resources has an essential role to play in resolving such disputes elaborated by Villeseche (et. al 2018).

Alternatively, workplace personality confrontations might not have to be caused by disparities in cultural background. It's HR's job to ensure that employees work harmoniously, free of disputes that can lead to personality clashes, and they can do this by treating any conflict arising from cultural frictions as an instance of indiscipline and negligence on the part of those involved in upholding the company's established culture of compliance. Even if this function is clearly defined in an organization's HRM regulations, poor communication can sabotage HR's efforts to resolve personality issues suggested by Barak (2016).

2.1.4 Lack of Communication

Falconer and Bagshaw (2009) explained that; disputes in the workplace can stem from a lack of effective communication. Leadership in a constantly changing environment necessitates the use of good communication skills, and dynamic organisations understand this. Instead of being a soft part of leadership positions, communication has the capacity to generate concrete results. Effective communication is essential for increasing customer happiness, improving service delivery quality, and improving retention while also increasing staff satisfaction. These characteristics are also the building blocks of conflict in the workplace.

Myatt (2012) suggested that; the communication tool of an organisation is designed to harness individual differences among employees in an effort to align them with a common organisational culture that is guided by the company's objectives, missions, and goals, and to do so in an effective and efficient manner. To put it another way, effective communication is essential in resolving workplace conflicts. Employees' productivity is negatively impacted by workplace conflicts. As a result, the performance of a business is negatively impacted.

Institute of leadership and management (2013) explained that the management is all about communication. Moreover, People who see change as a danger to their employment or personal greatness are more inclined to reject it if their management fails to communicate properly with them about the changes. The headquarters staff of a company may advocate for product standardisation in order to relieve supply chain and logistics issues, but workers working in separate departments may be resentful of such an endeavour since they operate at different levels of the same products departmentalization. In response to this mismatch, workplace disputes may develop between an organisation and the different levels of employees within that organisation.

As a result of insufficient intra-organizational communication, there may be divergent viewpoints on concepts and strategies inside the company. As a result, ideological differences decrease the amount of energy that can be channelled into implementing new ideas and methods that enhance productivity inside a firm. When it comes to preventing workplace disagreements, effective communication is key. Workers who have the appropriate expertise may collaborate to help a company succeed on the route that has been laid out by the organization's leaders and managers, while also doing their part to ensure that the endeavour is successful described by Gutierrez (2014).

Falconer and Bagshaw (2009) suggested that when implemented effectively, one major objective of a communication programme is to alter employees' views of and reactions to colleagues with whom they may have a clash of personalities. It is possible to utilise communication to effect a desired change in a variety of ways inside an organisation. Institute of leadership and management (2013) stated that the harmonisation or modification of attitudes and work processes may be undertaken in an effort to improve the performance of the organisation by removing conflicts of ideas in the manner in which various job components are carried out, which may be harmful to the natural environment. To ensure effective communication, it is critical that the most important business objectives and goals be translated into a language that all workers can comprehend.

Employees become more engaged and unified as a consequence of obtaining such knowledge, and they are more motivated to work cooperatively in order to achieve organisational success. The failure of communication results in misinterpretations, which result in employees being unable to carry out their duties in line with the expectations of their supervisors and managers. It is as a result of this that disputes arise between managers, supervisors, and business leaders illustrated by Gutierrez (2014).

2.1.5 Impact of workplace disputes

Keeping top-tier workers on the payroll is a monumental responsibility for every organization's human resources department. If a company wants to deal with issues affecting its employees, human resources should be considered a basic capability. The implementation of pay and benefit systems, as well as the provision of information on promotions, can help to address workplace problems such as improving motivation and enhancing job satisfaction. Human resources must establish correlations for the challenges in order to solve issues that cause employees to perform poorly, such as low job satisfaction, among others stated by Liddle (2017).

Furthermore, unpleasant workplace disagreements are associated with employee unhappiness on the job. As a fundamental talent for a company, human resources includes duties such as training and development, as well as dispute resolution inside the organisation. Dispute between a business and its employees, or between employees and other employees, maybe better handled with the help of human resources training and development programme. These disagreements have both positive and negative consequences for a business described by Scott (2009).

CIPD (2020) highlighted that some disputes can be positive as it is conceivable that disputes may open the door to new growth opportunities for your organisation as a result of their resolution. It is critical to have processes in place that promote both learning and cooperation among the participants in order to have a healthy organisational dispute. Gutierrez (2014) suggested that provided employees experience disagreement, they may learn how to cope with such disagreements in the future if they keep track of their learning. Workplace disagreements can help people become more aware of and/or understand the many difficulties that may develop in the future and lead to additional confrontation.

Gutierrez (2014) elaborate more; although poor communication may lead to workplace conflicts, arguments can also be a helpful method for individuals to become aware of and/or grasp the many difficulties that may develop in the future and create more disputes. People may establish honest and open communication channels in their organisations as a result of this knowledge. Liddle (2017) demonstrated that diversity of thought and viewpoints may lead to well-researched ideas that benefit an organisation by helping it reach higher levels of performance. The performance of an organization is influenced by a variety of elements. Workplace morale, staff turnover, productivity, and fatigue are all elements that might lead to workplace disagreement.

As previously stated by Barak (2016) that workplace diversity, particularly in terms of professional skills and cultural differences, is a major source of conflict in the workplace. According to this claim, good workforce diversity management may help boost productivity, increase employee engagement, and lower employee turnover and absenteeism.

Villeseche (et. al 2018) explained that when it comes to dealing with issues that have a negative effect on the productivity of a company, human resource management plays a crucial role. The introduction of diversity has the potential to aggravate existing tensions, lowering morale and, therefore, diminishing production whenever there are unpleasant disagreements. An organisation, on the other hand, will thrive if there are constructive organisational disputes generated by differences in cultural variety.

Consider Google's approach to workplace diversity as an example of how constructive debate may enhance a company's performance and efficiency. Rodrigues (2016) reported that the many perspectives of Google workers enable the business to deal with issues more efficiently while also boosting its level of invention and experimentation, thus improving its overall competitiveness. Google, for example, has benefitted from the creativity and invention of its

varied staff in order to achieve market supremacy throughout the years. As a consequence, good dispute management in organisations, which involves exchanging and debating various ideas in a manner comparable to the variety of skill and creative levels, offers many benefits.

The goal of dispute management is to avoid disputes from having a detrimental impact on the success of a company. Increased employee turnover is one of the negative consequences of disputes in the workplace. Labour turnover is often employed as a performance measure in both big and small organisations. It determines whether or not a worker has made the decision to remain committed to the organization's work stated by Falcon and Bagshaw (2009).

Boone and Kurtz (2009, p.317) classified Employee turnover into two categories: voluntary turnover and involuntary turnover. It is called "involuntary turnover" when employees quit their employment on their own initiative rather than because they are unhappy with their jobs. This may involve working for oneself. When there is an involuntary turnover, people are compelled to quit their employment as a result of unforeseen events. Unfavourable working circumstances include low pay, a sense of being exploited, disagreements with colleagues, and difficulties balancing work and family life. Boone and Kurtz (2009, p.317) added more; in some situations, it may be possible to limit or even prohibit labour turnover. Workplace disagreements, for example, may result in a large turnover of employees; but, by properly managing these conflicts, it is feasible to minimise or even eliminate their occurrence. In the absence of labour turnover as a result of disruptive workplace conflicts, an organization's performance will suffer significant short- and long-term consequences.

Employee turnover raises the cost of recruiting and training new employees to fill the gap created by leaving employees in organisations. Increasing turnover is a significant issue for businesses trying to utilise cost competitiveness as a success strategy. To fight it, organisations must address its underlying causes, such as workplace interpersonal disputes. When dealing

with organisational disputes, developing dispute avoidance techniques is the best course of action described by Hom (et. al 2019).

Employee productivity may be harmed by problems such as low motivation, and the occurrence of a dispute might serve as an early warning indicator. Success in arbitration, mediation, and reconciliation efforts opens the way to improved working relationships between teams and individuals. Mildly disruptive workplace disputes may help build higher-performing work teams in this manner, given the importance of good worker connections illustrated by Hom (et. al 2019).

2.1.6 Tackling workplace dispute

According to Liddle (2017), most employees are unable to handle disputes with their colleagues before they develop into full-blown personality clashes, which is what happens in most situations. As soon as the truth of this argument is proven, HR and management must step in to offer ways for resolving disagreements in the workplace. Discipline measures are one example of such a strategy. Employees who participate in unproductive disputes are subjected to disciplinary action by their employers. Discipline must not be employed until communication efforts aiming at enhancing internal and external communication have been adopted.

It will be necessary for human resources managers to demonstrate excellent interpersonal and intrapersonal communication skills in order to navigate this shift effectively. Employees' personal and social abilities are harnessed in order to help in dispute resolution, and these abilities are put to use. In order to effectively manage conflict, an organization's capacity to defuse tense and hostile circumstances, as well as hostile environments, is essential. It is possible to avoid disagreements from escalating in the workplace through interpersonal communication stated by Scannell (2010).

Gutierrez (2014) indicated that in professional situations, it is difficult to prevent disputes from developing. Negotiating and resolving workplace disputes is the most challenging aspect of the job. Effective management of workers requires clear communication of the rules and procedures for punishing employees who break corporate ethics and cultural norms in order to reduce the occurrence of rebellious behaviour among employees. It is essential for a manager's interpersonal and intrapersonal communication skills to be strong in order to effectively prepare, handle, and conclude grievance and disciplinary cases.

Scholars have developed a number of models to help them better understand organizational conflict resolution. One of these models was created by Thomas-Kilmann. Benoliel (2017) explained the concept, there are five methods to cope with dispute or conflict: competing, accommodating, avoiding, collaborating, and compromising (to name a few). In this case, these are the techniques he advises. An accommodation is a company's determination to cooperate with opposing parties to the greatest extent possible. Many times, one party works against the other in order to achieve its goals. Whenever one side in a disagreement has a better response to a specific problem, the approach is successful. It helps to ensure that the connections between the parties engaged in a conflict are strong and long-lasting.

Alternatively, you may decide that you do not need to resolve a certain issue. It is the goal of this approach to avoid conflicts from developing in the first place. In situations when the most effective treatment is costly, when one thinks that one's prospects of winning are low, or when the issue at hand is minor, this method is the most effective option available. However, avoidance is not a smart strategy to use in the long term stated by Benoliel (2017).

Collaboration includes accomplishing a shared goal, two or more individuals must collaborate in order to be successful. Working together on a topic, people make an attempt to synthesis the ideas of all participants in order to come up with a single, superior solution to the issue at hand.

Additionally, all areas of agreement and disagreement among the people engaged in the cooperation should be included in this notion. It may be possible to reject the win-lose strategy in favour of a win-win approach. This is the way to do it. As a consequence, in order for this approach to be successful, a great degree of mutual trust must be established.

This method, which opposes common knowledge by emphasizing a win-win approach to conflict resolution, runs against the grain of conventional thinking. When pushed to make a decision fast, conflicting points of view may work together successfully. The lose situation is the primary focus of both parties in a compromise. When participants in a dispute are pursuing goals and objectives that have little possibility of convergence, the technique is the most appropriate approach to use.

Management should interact with their employees and other members of the company for a variety of reasons. For a number of reasons, ineffective communication may be very expensive for a business. Communicating effectively is critical in today's workplace due to the complexity of modern work environments, and it is an important element of management in today's workplace. Aside from that, they also contain complex processes for interfacing with all of the organization's many constituent parts described by Liddle (2017).

The ability of a business to cooperate allows it to enjoy the advantages of having a creative, diverse workforce that is committed to open and honest communication. It becomes possible to deal with issues that arise as a result of a lack of good communication in the workplace as a result of this. After the issues that cause disagreements have been recognized among various employees and/or within an organization, it is critical to developing techniques for mending conflict scars that are effective Johnson and Keddy (2010).

2.1.7 Workplace dispute and Human Resource training and development

2.1.7.1 Introduction

It was necessary to first learn about the history of human resource management before understanding what it means to the business today. During the 19th century and early 20th century, the emphasis was on processes to increase productivity and reduce costs. This was followed by the human relations movement of the 1920s and 1940s, during which the emphasis shifted to the social environment and the point of view of employees, and finally to the present day (1940 – present), when the focus is on the environment and the perspective of employees researched by Society of human resource management (2008).

If the company is to be successful, the Human Resources Department's responsibilities range from inspiring employees to assisting them in understanding their own needs and views as well as the social issues that influence their work environment. Many businesses have traditionally been operated in a hierarchical manner, with a bureaucratic pay structure that was based on an employee's position in the company's management hierarchy. Implementing a performance-based compensation system in these organizations would need significant structural change. When it comes to change, people are notoriously reluctant, particularly if the proposed change would have a negative effect on them that they would regret stated by Harris (et. al 2003).

Human Resources Management has risen to a new degree of importance in the company, and it is now on a par with, if not higher than, all other operations in terms of significance. With the rise of globalization, the Human Resource Department has become critical to the success of a company, since it is required to study and assess other countries' legal systems, their working practices, and other factors that have a major impact on international trade elaborated by Benfield (2018).

2.1.7.2 Responsibilities of Human resources department

Armstrong (2006) elaborated that Human Resources Departments are essential to companies' survival since they are made up of people, which is why they exist. The human resources department is responsible to manage people in order to effectively manage companies. Increased cultural diversity has resulted as a result of technological advancements, better communication, globalization, and a general increase in cultural variation. After going through the history, we spoke about the Human Resource Environment and the difficulties it is facing.

As a consequence of this discussion, Adubato (2006) added; many things were very clear regarding the field of 'Human Resources Management,' the most important of which is that it includes much more than just staffing. The ideal environment to work is one where individuals are courteous and refrain from using foul language. They must also be accepting of one another's differences and exhibit mutual respect for one another, regardless of their position, rank, or tenure.

Dyer (2018) argued; more options an employer has at his disposal to resolve disputes early on increases the likelihood that employees will see their employers as fair in their dealings with them and that they will be satisfied with their job. Employees' productivity, motivation, and loyalty may all increase as a result of reducing workplace disputes, which in turn contributes to reducing medical costs and fewer workers' compensation claims.

Wilson (2005) expanded the topic and added; everyone recognizes the need of providing employees with on-the-job training that is continuous. A business's core, i.e. its employees, are not productive, the company will not be able to flourish. Employee learning and development is important to their continued improvement in performance as well as their long-term retention in the organization. Training and development are critical components of every organization's human resource management strategy. A company's competitive advantage may be enhanced

by having employees who can learn more rapidly and put that information into action more quickly.

2.1.7.3 Importance of Human resources department

Grugulis (2006) highlighted the importance of the human resource and suggested that HR department is critical to the success of the training and development process. Human resources' duties do not stop with the successful on boarding of new workers; rather, HR should keep a careful eye on each employee's growth throughout their tenure with the company. Employees are a company's most important asset, as HRM recognizes. Strong human resource departments recognize their workers' potential and encourage them to take advantage of all available training opportunities.

Martin (2006) discussed that the purpose of a successful human resources training and development department is not to simply cover a vacuum; rather, it is to help workers in achieving their goals by designing effective training sessions that enable them to resolve disputes at an early stage. When disagreement and friction persist among employees, the workplace becomes politicized, and attention is diverted away from the organization's fundamental goals.

Tehrani (2013) emphasized that If HR does nothing, allegations of discrimination and harassment may grow, and the company's reputation may be damaged. Workplace dispute resolution rules and procedures, as well as conflict resolution programs, are developed and overseen by the human resources department. In addition, the HR department is responsible for igniting dispute discussions among workers and monitoring the outcomes as well as costs of dispute resolution programmes.

Doherty and Guylar (2008) stated that continuing education for most HR professionals includes dispute resolution training, and many have experience providing this training in-house or

enlisting the assistance of outside specialists to educate their employees and managers. When employees and management cannot agree on how to resolve a dispute, HR professionals are often called in to mediate the situation. Grugulis (2006) highlighted the issue that, Human Resources often misses workplace dispute until it reaches crisis proportions. When disputes arise in the workplace, managers should act as a "warning system" for HR, alerting them before things get out of hand. Human Resources should be notified immediately if there are workplace disputes.

It is possible to have genuine dispute in a workplace and later on reaches a boiling point when there is no structure or standard for dealing with disputes at work, and human resources only engages with managers or functional leaders. When it comes to human resources professionals, one of the most important skills they should possess, is the ability to discover and create different programs that are tailored to suit the specific requirements of workers described by Dyer (2018).

It is common for people who are just beginning out in any field to oversimplify difficult problems because they lack knowledge. This may be a major blind spot for people who are just starting out in any field of endeavour. The root cause of employee discontent cannot be identified and handled successfully unless human resources understand their stance and the implications it has for the company. Many human resources professionals are not as aggressive in their approach to resolving a complicated employee relations problem when faced with such a scenario. They just let the situation to get deteriorate and spin out of hand debated by Lewin (et. al 2017).

2.1.7.4 The Human resources training and development

Bennet (et. al 2020) discussed the fact that, it should be remembered that the human resources department serves as an interface among a company's workers and business. All employment-related issues or disputes should be routed via human resources in order to ensure fairness and a prompt resolution. It is difficult to predict how much disagreement or what problems will be raised by any individual employee ahead of time. Eventually, human resources will get engaged in a disagreement that has gone unnoticed.

Despite the fact that the human resources training and development department would like to avoid it, conflict resolution training sessions are required so that workers are prepared to deal with problems in the workplace when they occur. When it comes to dispute resolution, there is no sense in hiding behind the curtain. Human resources departments are the most important assets a business can have since they can produce high levels of production while also sustaining a growing pool of competent employees illustrated by Martin (2006).

Boas (2018) recommended that in certain instances, despite the fact that conditions vary greatly across a wide range of sectors, some criteria must always be followed. When a corporate employee is involved in a disagreement or breaches company rules, the human resources department should get involved. All workers, regardless of their level of participation, should be informed of the repercussions of not reaching the required levels of employee involvement. De-escalation and problem-solving become more challenging jobs when a crisis includes a greater number of individuals.

Nankervis (et. al 2020) believe that it is essential to adequately communicate your company's rules and dispute resolution procedures from the beginning of your relationship. To begin with, ensure that they are documented in the employee handbook and that management is well aware of their existence. It is possible to take it one step further by offering conflict management

training to front-line supervisors. Because human resources is often unaware of a dispute until it has developed into a more serious issue, providing managers with the information and skills they need to identify and resolve conflict may help companies effectively manage dispute.

Lewis (2016) discussed that bringing in an HR expert or a manager to assist resolve a dispute may be necessary if it has progressed to an escalation stage and it can only be possible if HR is proactive. The foundation for workers to have a long and successful career with their company is laid by a good orientation program. Two of the most essential responsibilities of human resources in the area of employee training and development are orienting new workers to their positions and providing them with effective on-the-job instruction. As part of this training, workers will get a better understanding of the business's culture, objectives, and expectations for both the organization and its employees.

A variety of hands-on learning activities and other employee training courses, including dispute resolution, are also encouraged for employees to engage in. Effective orientation programmes help new hires feel more at ease in their jobs and integrate more rapidly into the company culture than ineffective orientation programs do. Poor human resource management will have consequences throughout the organization. Employee dissatisfaction, a lack of recognition, inadequate training, and a lack of team development are just a few of the negative consequences of this situation stated by Bennett (2020).

A common misconception among employees is that if their employer does not implement an effective human resource management strategy, their situation will not improve. As a result, employee morale will definitely suffer. Liddle (2017) argued that managing dispute is a crucial skill for Human Resources, regardless of the size of the company. Dispute resolution training is frequently overlooked by employees and supervisors, who fail to recognize that disputes can be resolved almost immediately after they occur if they are addressed properly. People have

different filters through which they view the world, resulting in divergent perceptions, beliefs, and values.

Martin (2006) argues that it makes no difference what a person's position is within the organization; dispute resolution skills are required because people have a variety of filters through which they view the world, resulting in a wide range of perceptions, beliefs, and values. The result is that people of average intelligence will have disagreements from time to time, which is completely normal. Falconer and Bagshaw (2009) argued that if left unresolved, a dispute has the potential to escalate instead of being resolved in a complaisant manner. No one has an idea what to do since we have never dealt with such complex problems before. In this framework, HR must use your company's collective intelligence, establish objectives based on corporate values, and allow solutions to emerge. As a consequence, human resource professionals will be required to collaborate more closely with employees at all levels of the company. They should focus more on making relationships than on enforcing rules and preserving hierarchy.

Nankervis (et. al 2020) discussed performance and argued that poor human resource management techniques could have a negative impact on an organization's ability to flourish. Even if we just consider human resources as a single department inside a business, it is critical to recognize that human resources are critical to the overall structure and strength of the organization. One common problem that HR professionals have is that they just know that they are working in HR department but are unaware of employee problems that later on become disputes. Recognizing and preventing poor human resource practices is the most effective method of action.

If HR training and development wants to create a good impression for a company, make sure that your employee handbook is up to date and arrange training sessions to teach people in an

event of disagreement. If these issues are left unattended, you are setting yourself up for problems that may harm your company's image in the future. Human resources should create policies that handle all aspects of workplace conflict, ensuring that all policies and rules are followed described by Grugulis (2006).

2.1.7.5 Training and development programme for new hires

Raines (2012) discussed, For the benefit of your company's image, they should also include the complaint process and guidelines for workplace bullying in the employee handbook. If this essential aspect of the job description is neglected, HR may not be able to respond to certain prior circumstances. If you provide your employees and organization with precise instructions, you may minimize the probability of many unexpected events and their negative consequences. The on boarding programme is the initial introduction a new employee gets to the company and its culture.

Nankervis (2020) argued that in order to ensure that a new employee is seamlessly integrated into the company's system, the human resources department must plan multi-day orientation or induction programs that are comprehensive and well-organized. It is important to remember that the first few days are a sensitive time during which nothing should be left to chance. The human resources department does not just revolve around data security and management. It is their responsibility to understand what each position involves and how to teach new employees. Even the most well-known experts need some time to get acclimated to the demands of your organization.

Wilson (2005) discussed professionalism, as long as you have a professional human resources department, you will be able to educate your workers about their obligations and tasks, and they will be prepared to begin working immediately after being informed. Poor human resource management is a contributing factor to poor performance. The absence of direction will result

in individuals not knowing what they should do and failing to complete their tasks. Dyer (2018) explained; human resources is concerned with training and developing your staff so that everyone knows their roles and duties and that there are no misunderstandings amongst them. The moment an employee realizes that he or she cannot rely on human resources, he or she will be hesitant to seek help from you. The performance of that individual will deteriorate, and the working atmosphere will become unpleasant.

2.1.7.6 Impact of lack of training and development

Wilson (2006) commented; as a consequence, HR must carefully choose the employees for their training and development staff, who are the most dedicated. Every member of the HR team should be well-versed in the operations of your company as well as how to effectively integrate new employees so that they should not get involved in a dispute. The human resources department of a business acts as the organization's central nervous system. Boxall (et. al 2008) commented, finally, human resources professionals are involved in all aspects of the business, since they connect workers from all departments with the resources and training they need to perform successfully. Due to the critical nature of human resources, any mistakes made here may have far-reaching repercussions.

Every day, managers interact with consumers and other workers. Armstrong (2006) commented; human resources made the costly mistake of employing supervisors who lacked the necessary education. As a consequence, human resource management is often reactive rather than proactive. The nature of discipline is often based on punishment or correction, which frequently results in a fear reaction from the individual. Scott (2009) argued that employees who are fearful of their jobs may respond with resistance, escalating the issue and increasing the likelihood of a lawsuit. To address this, successful human resource professionals educate themselves on the broader ecosystem in which individuals make decisions, which

includes their business, colleagues, customers, and other stakeholders. They take time to listen and understand before suggesting ways to improve.

Crawley (2019) commented when employees go to human resources, they often find that the office is crewed by incompetent, uneducated, and inexperienced employees who lack the necessary training or competence. One common complaint is that human resource specialists come from other areas, such as accounting, and have no idea what they're doing with employees or in human resource management. Employees often express their dissatisfaction with human resource staff, accusing them of being untrustworthy in their interactions. However, when it comes to dealing with a particularly difficult human resources problem, they do not provide the whole picture. They lied to management about the whereabouts of the missing employee.

Liddle (2017) Many employees have a negative view of human resource professionals, believing that they are dishonest and deceptive in order to conceal their own errors. Some employees think that human resources is exclusively concerned with the interests of the company and management. When a manager communicates dissatisfaction with an employee, the Human Resources department seems to stand with the management team. Armstrong (2006) criticised and commented, human resources will defend the business even if a significant number of witnesses or employees have repeatedly complained about the same behaviour. Human resources often hide legitimate employee concerns in order to shield the company from legal liability.

Disputes between employers and workers must be handled by human resources when an employee's behaviour violates the company's workplace behaviour policy. Establishing a dispute resolution mechanism, on the other hand, may help you avoid appearing to favour one party over the other. The mediators in the program support and supervise the parties as they move from dispute to settlement. Workers' rights to mediation and alternative dispute

resolution should be included in the written description of the program. Employees have the option of bringing in a third party to participate in mediation sessions described by Lewis (2016).

2.1.7.7 Suggestions for Human resources

Doherty and Guyler (2008) suggested; dispute resolution workshops should be incorporated into induction sessions or wellness programs to promote emotional well-being. When new employees learn about the program, they are more likely to view workplace dispute as risk-free situations that can be resolved amicably rather as opportunities for seniors or management to use force against them. The ultimate aim of a mediator is to persuade the parties to alter their communication style. Since they are familiar with the parties, HR executives are often called upon to serve as internal mediators.

Doherty and Guyler (2008) added more; however, being familiar with something may either help or hurt your performance. Mediation requires a clear understanding of the personalities, work styles, habits, expressions, and other characteristics of each side. Mediation loses its effectiveness if the mediator expresses an unbalanced viewpoint. Employee behaviour is regulated by written rules and standard operating procedures. An infraction must be properly and completely recorded when it happens.

Investing in the future of your company by training your staff is a wise move and workers will be more engaged and understand how to utilize their talents to help business if they see an honest engagement of HR staff and this will help to include training in the on boarding process. Dispute resolution training gets indirect benefits such as workers feeling distressed and capable of contributing more to the company. It is critical that performance evaluations properly represent an employee's abilities, as well as any areas for improvement stated by Martin (2006).

Liddle (2017) commented; organizational transformation has an impact on every aspect of the workplace, from the physical environment to the competitive landscape to customer interactions. It is critical to adapt to this change. Regardless of the type of change, whether structural, procedural, or technological, your employees will experience anxiety. Harbert (2021) discussed the current scenario; as many businesses are forced to adapt to the pandemic's impact on their operations, the uncertainty created by a change may result in elevated levels of anxiety among your workforce. This is especially true at the moment. During times of transition, human resource departments are frequently responsible for morale, well-being, and collaboration.

They must now be consistently competent team members in order to meet the company's constantly changing requirements. Taking on this HR issue is particularly challenging, and how you approach it will depend on the type of change your company is undergoing. Harbert (2021) argued; many businesses are confronted with comparable demands for change as a result of the current global environment; however, the methods used by your human resources department to best prepare your employees will vary. Liddle (2017) commented: businesses should strive to communicate regularly and openly prior to, during, and after times of change. Communicate impending changes to employees plainly and equip them with the skills and competencies necessary to adapt to and overcome them.

Chapter 3

3. Research Methodology

3.1 Introduction

The phrase "research methodology" refers to the ability of a researcher to keep track of and develop an activity plan that will guide him through the many stages of his research effort. As an example, an engineer building a structure must determine why certain doors and windows are constructed and proportioned the way they are before proceeding with the construction. A significant number of measures are included in the study as a result, which facilitate data collection and evaluation, thus allowing for the discovery of new information described by flick (2015).

This chapter will explain aims and objectives of the study, as well as how they relate to the research questions. One of the main objective of this study is to learn more about how human resources training and development department deal with disputes and to determine whether they use proactive and innovative dispute resolution techniques, with a focus on teaching workers how to resolve disputes at the workplace. In addition, the study examines the roles of managers and supervisors, as well as how they aid in the resolution of workplace disputes.

The focus of this chapter, which took a theoretical approach, was on selecting and assessing the most effective data collecting technique available to the researcher. This section explains the procedure that was followed in order to arrive at the conclusions. The study includes justifications for the research philosophy, methodology, data collecting strategy, data analysis technique, research population, and sample population, as well as the sample size used in the study.

3.2 Secondary Research

Throughout the literature review, emphasis was placed on the most recent and previous findings in dispute management research, as well as the reasons behind the rise in individual dispute. According to the study results, workplace dispute management has only lately acquired popularity, despite the many advantages associated with such procedures. Additionally, the study examined the potential of resolving workplace disputes via creative methods. Additional study examined how disputes may be avoided via the creation of human resource development and training workshops on workplace dispute resolution.

3.3 Primary Research

To ensure that participants supplied correct and relevant information, multiple choice questions were carefully designed. A series of easy multiple-choice questions were created to elicit extra information from participants and to increase the total quantity of information helpful in understanding the role of human resources in resolving workplace disputes and the reasons for workplace disputes. Furthermore, participants were given several options so that they could choose the scenario that best fit their requirements in terms of a workplace dispute, prior experience, and connection with human resources.

3.4 Research Onion

In particular, the Research Onion, a successful model, is distinguished by its unusual size and creative completion over the whole research period. This approach has an outstanding research model for determining the appropriate research strategy. You can examine how a researcher's approaches and processes are structured by using the research onion model, which is seen below. It may be beneficial to utilize certain study tactics and approaches in order to effectively finish the examination and obtain significant outcomes. One thing to keep in mind is that the

research onion model only gives information on the research approach at the most fundamental abstraction level described by Saunders (et. al 2009).

3.5 Research Philosophy

Ontology examines the "true nature of the universe". The research strategy for the study subjects was created using a deductive or objectivist approach. The study's aims support a logical philosophy by examining how Human resources respond to disputes. According to the Oxford Dictionary, epistemology is concerned with "assumptions about knowledge". The quantitative nature of the study lends itself to a "positivist" viewpoint since it seeks to explain and provide an objective picture of the efficacy of dispute resolution policies, procedures and techniques described by Saunders (et. al 2009)..

Despite this, the research is founded on proven theory has been produced. When it comes to analysis, we will use a "critical realism" method rather than inferring a statistical correlation. The research will take a practical approach in this section, searching for appropriate dispute resolution behaviours in the actual world. Described by Saunders (et. al 2009) the methodologies used by researchers are influenced by their own ideas and ethical standards is known as axiology.

The "research onion" in Figure 1 depicts how the study method is chosen in terms of data gathering and processing. Because this study involves a quantitative method of "facts," the ontology of "objectivism" or "realism" fits in with these goals in order to discover the best research strategy. Our goals are influenced by ontology. According to this viewpoint, the world's social and natural systems are already in place, and it is up to researchers to find and explain them described by Saunders (et. al 2009).

3.6 Research paradigm

Researchers studied the mechanics of dispute resolution using a "functional paradigm" which means they are looking for logical explanations to explain their findings rather than reasons why Human resources choose or do not choose certain methods of workplace dispute resolution explained by Flick (2015).

3.7 Research Method

The questionnaire approach is well-suited to the study's objectives, which include determining the sorts of dispute resolution tactics used by Human Resources, their efficacy in the workplace, and the involvement of Human Resources training and development personnel. This study will examine whether or not workplaces have established methods for resolving disputes. As a consequence, descriptive and explanatory research on the efficacy of various conflict settlement techniques is being conducted.

Used the same examination approach and examined the same concepts. Despite this, the human resource literature analyses conflict management using just a few empirical research approaches. Consequently, the purpose of this research is to get a better understanding of workplace dispute resolution. An online survey facilitated by Google forms was chosen as the questionnaire approach to be utilized since it allows for the quickest construction of the questionnaire as well as the quickest distribution and data collection.

3.8 Research design

In this study, a questionnaire was employed as a research technique. A survey questionnaire was created to collect data in order to answer the study questions. The survey, for example, asks about demographics and workplace dispute resolution knowledge, as well as how employees perceive their experiences with Human Resources departments, management, and co-workers. It also inquires about their perceptions of HR practices and their interactions with Human Resources departments, management, and co-workers.

While answering the questions, respondents were instructed to select the options that best fit their needs, and several questions enabled them to select more than one option. Moreover, to elude bias, options were carefully designed to give respondents freedom to choose the best option, whether it is against the practices of human resources or in favour of human resources. The detail of questionnaire structure will be discussed later.

3.9 Research approach

The linkages between human resource practices and information sharing have been studied using a number of methodologies in previous studies. To study the relationships between human resource practices, knowledge sharing, and organizational success, researchers used quantitative approaches such as surveys. A good research strategy is one that is appropriate for the issue at hand. The quantitative approach will be used to assess workplace conflict resolution processes after an examination of the authors' work during the literature review phase. Because quantitative approaches are emphasized in organizational research, a survey questionnaire was created to assess employee contacts with Human Resources and their knowledge of workplace dispute resolution.

Dispute resolution in the workplace has received little empirical investigation, according to a review of the literature. In the field of human resources, dispute resolution is a hot topic.

Despite the fact that dispute is a common issue in HR literature, no consensus exists on how to deal with it. When quantitative approaches like hard copy survey questionnaires are employed, the response rate is greater and the survey methodology gives more insight into the study.

Human Resources does not look into why they choose one technique of dispute resolution over another; nonetheless, the present research reveals the features that Human Resources ascribe to the selected approach. Resolutions that are both in line with corporate HR goals and provide employees with a fair process have far-reaching implications for the firm.

3.10 Limitations

The online survey only has provided 115 participants, it cannot be extended to a larger population. One of the study's major limitations is the low the sample's response rate; as a result, the information available is sparse. Furthermore, due to the Covid-19 restrictions in place, it was difficult to schedule an interview. Although the survey contains responses from Managers, Supervisors, and officer levels, it was difficult to obtain a larger response during social distancing restrictions and while using an online survey.

Chapter 4 Presentation of the data

4.1 Questionnaire Structure

Survey questions are multiple-choice questions that are intentionally assigned for review and questions that are particularly designed to extract information from participants. Simple and open-ended questions were used to enhance engagement and allow participants to express their emotions. The survey questionnaire includes closed-ended questions with a variety of potential answers so that participants may choose the most suitable one. Instead of a simple yes-or-no answer, participants may choose from a variety of alternatives. An open-ended question in the

form of a paragraphed answer was included at the end of the survey questionnaire, allowing respondents to offer more information or share their own experiences and views.

The survey questionnaire comprises 4 sections

4.2 Section1: About Yourself

The demographic information of the respondents is collected in the first section of the questionnaire. This part aims to collect data on Participants' gender, age, job title, years of experience, and designation. This section's last question regarding dispute resolution is a continuation of the second part.

4.3 Section 2: About dispute resolution

At the start of this section, a theory was given about alternative dispute resolution (ADR) and mediation in the context of workplace disputes. The idea was behind this information that people could easily understand the fundamentals of this process and answer the question while picking up the right answer. These sections talked about

- (i) The resolution of disputes could be facilitated if a dispute resolution process were in place.
- (ii) Disagreement can be constructive if seen positively.
- (iii) How do your manager and supervisor respond to a workplace dispute?

Section 3: Role of Human Resources Department (Training and Development)

This section emphasizes the main focus of the research, which is on human resources training and development. All the questions in this section comprise multiple-choice answers, where participants have the choice to pick (check) more than one option. The main issues that were discussed in this section are:

- (i) First day of employment, the contact between human resources and the new hires.
- (ii) A staff handbook including procedures and regulations be relevant to workplace disputes.
- (iii) The training workshop program for the Human Resources Training and Development department.
- (iv) Do they play a biased or an impartial role?
- (v) The capacity of human resources to function as professionals.

4.4 Section 4: About working environment

From a dispute resolution perspective, workplace disputes may be the outcome of a stressful and politicized working environment. Management's role cannot be ignored in resolving workplace disputes. The details of this section are as below:

- (i) Asked participants about the main cause of the dispute at work.
- (ii) To find out employee satisfaction with task assignments from management.
- (iii) Asked participants how they resolved disputes at first.
- (iv) Asked participants about the significance of empathy at work, persistent disagreements' impact on the organization, and the impact of a poor human resources department. At the end of this section and survey, an open-ended question was given so that if anyone wanted to give any suggestions or share their experience of the workplace, they could.

Chapter 5

5.1 Data analysis and findings; Quantitative analysis

5.1.1 Section 1: About yourself

Q 1 What is your gender?

The study, which was done by the researcher, had 115 participants. It was important to select respondents from different genders so that the knowledge obtained from them could be used in future research. The data was verified for accuracy before being sent to them in the following manner, shown in the charts above. The study included 115 respondents based on their gender orientation, and the results are shown in the chart above. The above-mentioned picture plainly demonstrates that there are 48 female replies, yet male respondents outnumbered female respondents by 66 and 1 respondent opted prefer not to say option. The third column provides a breakdown of the proportion of respondents who responded to the survey questions.

It shows that male respondents outnumber female respondents, with just 42% of total respondents being female. The proportion of men who answered to the survey was calculated to be 57%. The use of pie charts, which are visual representations of data, makes it easier to comprehend. The first quarter depicts the majority of male replies, while the second quarter depicts female responders and a minor percentage of those who choose not to say.

5.1.2 Q 2

What is your age?

The study included 115 respondents based on their different age group, and the results are shown in the chart above. It was important to select respondents from different age group so that the knowledge obtained from them could be used in the research. The data was verified for accuracy before being part of the research in the following manner, shown in the charts

above. The above-mentioned chart and table plainly demonstrate that the age group 26 to 35 tops the table while the age group of 36 to 45 is on the second place and age group 18 to 25 holds 3rd position with the variable score of 59, 26 and 19 respectively. The third column provides a breakdown of the proportion of respondents who responded to the survey questions.

The representation of the age group from 18 to 45 has its own significance in relation to this research, as this age group is a mixture of entry-level and management position jobs. On the other hand, the age group of 46 to 55 scored 10 to 56 to 65 has only 1 representation. The age group from 46 to 65 usually represents owners, directors, and general managers, etc., who hardly get involved in disputes at the workplace as they interact more with top management instead of every employee. The literature review above guided us towards the reality that most disputes at the workplace happen between the age group of 18 to 45 due to the varying nature of task allocation. The use of pie charts, which are visual representations of data, makes it easier to understand participation.

5.1.3

Q 3 What is the nature of your job?

The research surveyed 115 respondents who were classified according to their job responsibilities and type of work, and the findings are shown in the chart above. It was critical to pick respondents from a variety of departments in which they have been working in order to include their expertise into the study. Before being included in the study, the data was validated for correctness in the following way, as seen in the charts above.

The pie chart above reflects the representation of the different areas of work and segregates them into 3 categories; Retail, Security, Manufacturing, Sales and Services, IT and Telecommunication, and Call Centres are at high levels, where disputes can easily arise as their nature of work is target-oriented and heavily relies on the timely provision of orders or services.

Moreover, teaching staff, accounting and finance, and medical professionals are in the moderate category while owners and higher management, research associates and trainees, and compliance are in the low category as they are less likely to get involved in a dispute with co-workers.

5.1.4

Q 4 What is your designation?

The survey was participated by 115 respondents who were categorised according to their work title, and the results are presented in the chart above. It was necessary to choose respondents from a variety of job categories in order to include their employment experiences in the research. The data were confirmed for accuracy before being included in the research, as seen in the charts above.

As seen in the charts above, Managers, Assistants, Supervisors and Team leaders, and officers topped with the survey participation with the score of 22,20,22,21 respectively. In a workplace scenario, people do work more closely with these job titles, and their interactions are on a day-to-day basis. In most cases, they work together to do daily tasks, which makes them more vulnerable to workplace disputes. Moreover, top management is rarely involved in a workplace dispute as they have less interaction with other employees. Teachers, engineers, and developers, research associates and trainees, and chefs also have the possibility of getting involved in a dispute. All areas will be addressed more in detail in a discussion section.

5.1.5

Q 5 How long have you been working for your current employer?

The survey was participated in by 115 respondents who were categorized according to their working duration with their employer, and the results are presented in the chart above. It was very important to know the duration as it helps to understand that a job duration can have any

positive or negative effect on employees in relation to workplace disputes. Moreover, that will help to understand their relationship and level of interaction with human resources during that period of time. The data was confirmed for accuracy before being included in the research, as seen in the charts above.

Q 6

5.1.6 Do you know about dispute resolution and mediation?

The question was responded to by 115 respondents based on their knowledge of dispute resolution and mediation. It was important to ask this question about how many employees know about dispute resolution and mediation. As seen in the charts above, it seems that most of the people, about 46.1%, know about dispute resolution and mediation, but in reality, people who opted for "No" or "Maybe" are excessive in numbers (53.9%), which clearly shows that most of the people do not know about dispute resolution and mediation, in a doubt or have limited information about the topic. The data was checked for accuracy before being included in the research, as seen in the charts above.

5.1.7

Section 2 About workplace dispute resolution

Q1

After reading the above statement, do you believe that a conflict in which, you were engaged or witnessed occurred at workplace, might have been resolved if dispute resolution method in place?

This question was responded to by 115 participants, and before asking that question, a small explanation was given about alternative dispute resolution and mediation so that they could answer the question in a better way. Most of the participants have selected option one, in which they agree with the fact that Alternative dispute resolution or Mediation has the capacity to

resolve disputes at the workplace. Additionally, in option 3, they agree with the fact that it would definitely help if dispute resolution training were in place, and in option 4, they also agree with the fact that workers can better resolve disputes if they are trained in resolving workplace disputes. They may be able to resolve them at the first stage. This question will be discussed in a Discussion section later. All the data were checked for accuracy before being included in the research.

5.1.8

Q 2 Do you think that if disagreement are seen constructively, they may result in new ideas and eventually, innovation?

The answer to this question received 115 responses, the majority of which (60.9 percent) agreed with the statement that disagreement is not always a bad thing when approached in a constructive manner. They also believe that it has the potential to spur the development of new and innovative ideas. Second best number in the list, where people think that disagreement cannot be constructive as people take it negative. How people see disagreements, it is heavily dependent on working environment. The question will be discussed in detail in Discussion section later.

5.1.9

Q 3 How does your management resolve disputes? (You can check more than one option)

This question was formed to evaluate the responsiveness of the management (manager, supervisor, or team leader) in the event of a workplace dispute. The highest result (52.2%) is in option 3, which shows above that management does intervene to resolve disputes in the workplace, and they also prefer to refer the issue to human resources, which is not a negative sign as it shows that disputes are in the knowledge of management. About 38% in total of

options 1 and 2 show negligence at the management level as they do not want to intervene in a workplace dispute which ultimately triggers the dispute.

5.2.0

Section 3

The Role of Human resources department (Training and development)

Q1 Have you received induction training after being recruited, in which the Human Resources Department described a company's goals and objectives, as well as the procedure and strategies for resolving workplace disputes?

This section focuses on the main research topic, which is the Human resources training and development programme to teach and train employees about workplace dispute management. Among 4 options the options one stood high (35.7%) in numbers as it may show that the Human resources department is doing their responsibilities efficiently. But if we look at closely the other options (64.3% in total) which say that during the hiring process they did not get induction training on dispute resolution or their induction was just a formality and lastly they just began working on a particular day without being conveyed anything. This topic will be discussed in detail in the Discussion section below.

5.2.1

Q 2 If you did or did not get induction training, is there a dedicated chapter in your staff handbook where you can get information about workplace dispute resolution?

This section is a continuation of the first question. The aim of this question is to see if, for some reason, the human resources department has not been able to discuss workplace dispute matters in an induction training. Then there should be a dedicated chapter in a staff handbook so that employees can read any time they want to get information on workplace dispute management

and the procedures in place. The results show above that only 27.8% of employees have an up-to-date staff handbook and have all the relevant information relating to workplace disputes.

Furthermore, 18.3% of respondents confirmed that their staff handbook is up to date but that they rely on complaint and bullying policies, while 53.9% revealed that their staff handbook is not up to date or that they were not provided with the staff handbook, with the final option indicating that respondents were provided with a staff handbook but that they never read it so they cannot confirm whether it is up to date.

5.2.2

Q 3 How frequently does human resources training and development conduct sessions on workplace dispute resolution strategies and procedures and talk about workplace issues?

This question was aimed at seeing the role of human resources when it comes to employee development programmes. It can only be achieved if training programmes are conducted on a regular basis. The highest percentage is about 43.5% of those who have never had training, while 18.3% of employees have had training sessions annually, which may be as similar as someone who has never had training. Only 38.9% of respondents received training monthly or quarterly. A productive workplace requires the constant involvement of human resources in order to achieve and retain employees.

5.2.3

Q 4 Do you feel that when a manager communicates dissatisfaction with an employee, the Human Resources department seems to stand with the management team?

The aim of this question was to get information relating to bias at the workplace done by human resources or management. The answer is on the positive side as only 15 people (13%) had experienced it and left the job. If we analyze other options, we can see in the charts above that 35 (30.4%) respondents shared that their human resources are not biased as they listen to them. In addition to this,

management's role is on the positive side as well as they have been very supportive with their subordinates, so that actually minimises the chances of disputes in the workplace. Lastly, 25 respondents (21.8%) had never interacted with human resources, so in this case, their opinion could go either way.

5.2.4

Q 5 Do you believe that the Human Resources Training and Development is well-trained and knows how to organize and conduct training workshops?

The aim of this question was to know employees' perceptions about their human resources department. Human resources and employee connections are very important in order to make the workplace productive. In addition, human resources staff should be good professionals so that they can deal with any issue that may arise at work. The results show that only 27% are satisfied with human resources performance while 18.3% of respondents shared that their human resources staff were not originally from the HR department before, and 34.8% of respondents have never had interaction with human resources. Lastly, 20% are not sure whether they are good professionals or not.

5.2.5

Q 6 Which aspect of the workplace, in your view, is the main cause of dispute? (You can check more than one option)

As this research project is based on workplace dispute management, it is important to know the causes of workplace disputes. This section was designed to understand the problems at a workplace from which a dispute arises. As seen above, most of the respondents have chosen three main causes of workplace disputes: lack of communication, a difference of opinion, and lack of good management.

In a diverse working environment where people of different nationalities or backgrounds work, the workplace cannot be without disputes. On the other hand, naturally occurring disputes cannot be eliminated, but they can be managed. Human resources and management can develop an open culture where differences can be resolved through communication.

5.2.6

Section 4

About working environment

Q 1 Are you happy with the manner in which your manager or supervisors assigns tasks?

(You can check more than one option)

The purpose of the above question is to learn more about working relationships with managers and supervisors. When management refuses to resolve conflicts at an early stage, they often worsen. Another source of workplace conflict could be the manner in which managers and supervisors assign duties. As can be seen in the graph above, the majority of respondents (52.2%) are satisfied with their task assignment, and 27% of respondents' responsibilities are the same every day and can be completed without assistance.

A handful of them has also expressed their dissatisfaction with the absence of effective management and the unwillingness of co-workers to cooperate. Co-operation among co-workers is critical since it aids in the achievement of team goals, and supervisors should assist to address conflicts rather than leaving them unattended.

5.2.7

Q 2 How would you and do you resolve workplace disputes at first? (You can check more than one option)

The aim of this question was to understand respondents' behaviour in the event of a dispute with a co-worker. In contrast, 27% of respondents prefer to complain to their supervisor or manager, and 17.4% of respondents would talk to human resources if the first two options are unanswered. In the 4th option, few prefer to stop talking with a colleague but continue to collaborate while working. That result shows that if managers and supervisors intervene, many disputes can be settled before they escalate. In short, this result has a positive side as 72 responded (62.6%) in a positive manner as they prefer to talk with a colleague in order to settle a dispute.

5.2.8

Q 3 After reading the above statement, do you believe that empathy at work may be beneficial in fostering a healthy work atmosphere free of disputes?

The aim of this question was to understand the responses of the participants about empathy in the workplace. To achieve this, a small description was provided before the question was asked so that people who are unfamiliar with the term can understand the meaning of empathy in the workplace. The response is very positive as 70.4% of respondents do agree with the fact that empathy at work can really help to build a healthy work environment where everyone is understood and heard. Only 5.3% of respondents do not agree with a statement. The respondents who chose 'Maybe' can go either way. In short, overall the result is on the positive side.

5.2.9

Q 4 When disagreement and friction persist among employees, the workplace becomes politicized, and attention is diverted away from the organization's fundamental goals?

The questions posed above were designed to gain an understanding of respondents' perspectives on the deepening of a disagreement that, in the end, diverts focus away from the organization's essential aims. That a large majority of respondents (87.8 %) raised concerns and acknowledged the reality that when a dispute occurs in the workplace, the workplace becomes politicized, as seen in the preceding response. Due to the fact that just 12.2 % disagree with the preceding statement, it is apparent that individuals desire to avoid disputes in order to execute their jobs in a professional manner.

5.3.0

Q 5 Poor human resource management will have consequences throughout the organization. Employee dissatisfaction, a lack of recognition, inadequate training, and a lack of team development.

This question was aimed at the main research topic to develop a link to the human resources department's performance. The human resources department in every organisation is responsible for hiring and retaining people by using their professional expertise so that the organization can run smoothly and achieve its targets on time. As a reference to the question above, if employees are dissatisfied, it ultimately affects the overall performance of the team and, in addition to this, it has effects on the organization's performance.

The pie chart results show that respondents have agreed on the fact that poor human resources do affect overall performance as they choose 'agree and strongly agree' option which outnumbered others with the score of 60% in total and neutral response of 27% can go for or

against. Only 31.3% of respondents disagree with this fact by choosing "disagree" or "strongly disagree" as they think that poor human resources do not affect the overall performance of the organisation.

5.3.1

Q 6 Anything else you want to share regarding a workplace dispute or your experience with human resources training and development? (Optional)

N/A

Chapter 6

6.1 Discussion

6.1.1

Interpretations

The purpose of this chapter is to explain show the ramifications of the research presented in Chapter 5 and how it connects to prior work. As well as showing fresh data obtained from the survey, the chapter will analyse parallels and contrasts between this research and past studies.

The survey showed that good number of professional male and female have participated and shared their experiences by choosing the options provided in an online survey. The respondents were from almost all walk of live that made the survey more useful in terms of results.

The survey results indicate that; some of the results are startling; such as the fact that the vast majority of Human Resources departments do not organise an introduction training and do not provide an up-to-date employee handbook. There must be an efficient dispute resolution procedure in place because it is critical to the organization's overall success; otherwise, problems may fester, and employees may become demotivated or even absent, or they may decide to leave the company entirely, as shown by the survey in Chapter 5.

The survey results demonstrate correlation with previous study as Anthony (2015) pointed out that most of the employees are unaware about dispute resolution method because most of the organisations rely on the complaint and bullying policy. Above in section 1 Question 6 result supports this theory, as 46.1% of respondents do not even know about dispute resolution process and 19.1% of respondents chose 'Maybe' which can go either way but it also provides confirmation that the majority of respondents are unaware about dispute resolution.

The inefficient role of Human resources in resolving workplace disputes; human resources should take dispute resolution training as the thought of an endeavour, aimed at increasing output or performance by enhancing or developing greater competence or talents in an individual on the work they already have. When a person's attitude is improved through dispute resolution training, their talents, or knowledge and behaviour improve. Previous literature in chapter 3 and survey results in chapter 5 shows that the human resources department is unaware of the importance of dispute resolution at a workplace or just want to do routine every day work. In the absence of dispute resolution training or no dedicated available chapter in a staff handbook, empathy at work cannot be achieved.

Moreover, survey results show that respondents are satisfied that their managers and supervisors are helpful when it comes to dispute resolution as they do intervene to resolve disputes. Working in an environment where individuals can converse properly and without using foul language is ideal and can be productive. Managers and sub-ordinates must also be accepting of one another's differences and show respect for everyone in the organization, regardless of their position, status, or seniority. As previous literature and survey results show that employees prefer to talk to their colleagues first if any type of disagreement arises. It would be more helpful if dispute resolution training were conducted and employees knew the way to resolve disputes, which was provided in a staff handbook in a dedicated chapter.

6.1.2

Implications

As stated in the literature review section above, as long as there is disagreement and friction among workers, the workplace becomes politicized, and attention is drawn away from the organization's essential aims and objectives. The survey result of section 4 question 5 supports the theory as 87.4% respondents agreed with the fact. Disputes often emerge as a consequence

of a structural flaw in your business. Weaknesses might include a lack of communication, a scarcity of resources, or incorrect assumptions about how a process or operation should be performed. When a dispute rises, human resources should seek to address it rather than attempt to ignore it.

The results should be take into account when Human resources training and development departments should employ a range of training and coaching approaches to assist educate and coaching staff in dispute resolution methods and skills, according to the survey results. Active human resource management must use a variety of strategies to improve the talents of workers with strategic structures. This will encourage and empower the organization's employees to achieve its strategic goals and remain one step ahead of its industry competitors (Mustapha, 2013).

Moreover, the survey results provide a new insight in terms of managers' and supervisors' working relationships with their subordinates. As stated in the literature review, the previous research by the authors stated that line managers and supervisors are reluctant to address disputes in the workplace, although proper training was provided. In section 2, question 3, 52% of respondents picked the option that supports the fact that their manager and supervisor do intervene to resolve workplace disputes, and 32% responded that they refer issues to human resources, which is not bad either. The survey results show that employee and management relations in terms of resolving workplace disputes are satisfactory. Although in the literature review section it was on the different side, which is mentioned earlier.

The data contributes a clear understanding that human resources focus on applying dispute resolution methods are below standards. Although the survey does not show any bias in relation to human resources dealing with employees, it does tell us the flaws in human resources training and development methods. Most of the respondents did not have workplace disputes

or were prevented from getting involved in disputes at their workplaces due to the support of their management. However, more work needs to be done to foster empathy in the workplace, as 70.4% of respondents think that empathy in the workplace may be beneficial in fostering a healthy working environment.

6.1.3

Limitations

Despite the fact that the researcher used a survey as main data and a literature review as secondary data to gather information about the problem, it was difficult to assess and comprehend the issue's context. Despite the fact that employees from all levels of the organization participated in the survey, from entry-level to top management, the study was unable to include a human resources perspective, which may explain why workplace dispute management training is not included in most organizations' training and development programs.

Furthermore, it was difficult to grasp an organization's perspective on why its human resources department is inefficient at resolving workplace conflict. Furthermore, research cannot tell whether a person who has participated in a survey has shown great or terrible behaviour throughout his or her job tenure, or whether his or her bad behaviour was a significant cause in his or her termination from the organization. In a variety of reasons, it may be difficult to attract the required participants for the study, which might have an influence on the study's results. Quantitative methodologies, on the other hand, may allow the researcher to get a more accurate picture of the participant's overall status, especially if many survey questionnaires are employed. For the purpose of convenience, a few survey questions were included with the 'May be' option, however, this might have an influence on the findings. Some factors in the study

were not investigated since the 'May be' response can go for or against anything, and the researcher did not think this choice was useful.

Furthermore, the research used in the literature review section has discussed that managers and supervisors can be the hurdles while implying workplace dispute resolution methods as they are more inclined towards their goals. In other words, although the training has been provided on workplace dispute management, management seems absent when a dispute arises in a workplace, which may cause a disagreement to become a dispute.

On the other hand, the survey results more in favour of managers and supervisors, as most of the respondents are satisfied with management's role in the event of a workplace dispute. The two different viewpoints reduce the chances of getting to know the reality, whether the absence of workplace dispute management training is the negligence of human resources or a lack of interest or negligence on the management side. In the end, although 115 respondents participated, this does not give a clear picture as this sample size is small to make a definitive opinion or conclude a result as to which side of the issue is more responsible for the occurrence of disputes at the workplace.

6.1.4

Recommendations

The study's findings may be applied to a number of human resource training and development programmes. Despite the fact that dispute resolution is not a core company goal for most businesses, and the human resources department follows in its footsteps. Without taking into account that workplace dispute needs to be addressed as part of a company's policy. Other elements discovered in the literature review and survey responses, it was determined that training and development have no substantial influence on employee welfare. In order to satisfy

and encourage employees to stay with the company, the human resources department will need to examine additional variables.

One of the most common explanations stated by survey respondents was a lack of or ineffective communication. Employees who are uncertain about their job responsibilities, what they must perform, or what is going on in the firm can cause misunderstandings and, finally, disputes. Human resources are an essential component of resolving these issues. Induction training should include information on how to achieve all corporate goals and objectives, as well as policies and procedures for handling workplace disputes. Furthermore, having information in a staff handbook that is clear, comprehensive, accurate, and understandable can assist in eliminating workplace uncertainty and tension.

According to the literature and research findings in this study, mediation is a dispute resolution approach capable of resolving workplace issues. Another suggestion would be for businesses to teach their employees to act professionally while resolving dispute and not allowing disagreements to escalate into disputes. That will only be achievable if a system for training and development is in place. Furthermore, a workplace culture of empathy should be established, and human resources, management, and supervisors should take it seriously and build a culture of collaboration. Empathy enables people to use their understanding to boost another person's self-esteem and assist them in overcoming adversity.

Chapter 7

7.1

Conclusion

The research tried to answer a number of questions and achieve a number of objectives, and the findings provided answers to the questions and objectives. The findings represent a snapshot of the dispute resolution processes currently in use in a small number of firms. However, the findings are significant because they provide information on the current state of dispute management practices in organizations. A training and development programme may help individuals to maximize their potential and performance while simultaneously boosting the firm's effectiveness.

The purpose of this research is to investigate the framework for training and development, as well as the value of training and development in terms of boosting employee performance and creating a more attractive work environment. Training and development programs have a statistically significant positive effect on a variety of attributes, including organizational commitment, work engagement, and job satisfaction. What makes dispute resolution training so outstanding is its capacity to improve the workplace climate by ensuring that everyone is heard and understood, which may result in workplace empathy of his highest standard, and that disagreements are seen as chances for growth and development rather than as a source of conflict. Training and development will help to prevent the occurrence of uncomfortable working conditions, which will result in enhanced efficiency, motivating teams to perform at their best. Utilizing their talents and knowledge, workers will be able to set up, create, and distribute anything they need. To put it another way, training and development are critical for resolving workplace conflicts. The findings of the study revealed a lack of human resources management practices in respect to implementing a workplace dispute resolution system. A

striking conclusion was that most organizations have a complaint and bullying policy in place, but there is nothing particular concerning workplace dispute management methods.

Furthermore, human resources did not employ creative dispute resolution techniques. Because some of them were not initially from the human resources department, the major explanation may be, as described in Q 5 of section 3, a lack of ability to administer the department. One limitation of this topic is that there is no common definition of "innovations" in dispute resolution, and the phrase may imply various things to different individuals. Workplace mediation, an ADR approach mentioned in the survey, offers a variety of strategies that may be introduced as "innovations" for organizations that are already not employing it.

Section 4 of the survey and literature analysis above examined employers' perceptions of their own conflict resolution methods. Employees' use of dispute resolution mechanisms in the workplace, on the other hand, has been found to improve their experience. In a literature review section, it was stated by the authors that workers who have better dispute management skills can perform better and remain in the company for a long time. In contrast, the survey results of question 3 section 4 revealed that 72% of employees would prefer to talk to their colleagues in settling mutual disputes. The literature review and survey results support the research approach that the first step is to engage employees to settle disputes at the first stage.

In the end, respondents were in favour of introducing a dispute resolution method in the workplace so that they could maximise their skills in resolving disputes. Moreover, respondents agreed with the fact that empathy in the workplace can create a working environment where everyone is heard and understood. The responsibility of human resources cannot be undermined as the human resources department is the way to apply all those methods so that the maximum productivity of a workplace can be produced, which ultimately benefits both the organization and its employees.

7.2

Personal Reflection

In reflecting on his learning since beginning this Master's in Dispute Resolution, and particularly when finishing the last semester, the researcher has examined what he needs to achieve and whether or not he was successful. The research began with the goal of obtaining the academic and applied expertise which he believed he would need to seek a profession after completing his master's degree.

Many individuals have claimed that experience is the most important factor in resolving disputes, and they are correct; nonetheless, theoretical understanding serves as a compass for steering your experience. Because dispute is inherent in life, it is necessary to learn from the work of others and to be able to critically examine what he has observed and understood in order to increase knowledge in the field of dispute resolution.

In addition, what the researcher has experienced ever since he started his masters in dispute resolution is that dispute resolution has not been taken seriously in organizations, and it is not even in the human resources policy in most organizations to address this element separately. The researcher has gained a lot of information about dispute resolution, especially in the areas of mediation and international mediation. Although the skills are needed to resolve disputes, without understanding their presence, it is highly unlikely to resolve problems. The skills of dispute resolution do help in everyday life to handle disagreements and to stop them so that they do not become disputes or, at their highest level, conflicts.

In many ways, completing this course was an interesting, instructive, and demanding experience. The researcher, on the other hand, could not have completed the project without the assistance of teachers, family, and friends, as well as those with knowledge in various aspects of dispute resolution. Every member of the college class has gotten support and

encouragement, exhibiting amazing empathy and encouragement for the sole purpose of assisting others and ensuring that everyone achieves their goals.

In the end, the overall experience of completing the dissertation, the process stages that researcher has learned ever since he started to prepare himself for a dissertation project since second semester, will definitely be very helpful if researcher needs to do more research in the field of dispute resolution in future. The dissertation experience has provided him a way that how can a research be initiated, proposed, completed and presented. Furthermore, researcher has experienced that if a research needs to be done in future, Once the research subject has been determined, identify the research methodology, paying special attention to the measurement requirements, as this appears to have been an issue at the start of the dissertation because it was not fully explored at the beginning as it was the first experience conducting an academic level research work. But overall it was a good learning experience in the field of dispute resolution which will definitely help in future.

Reference List

Armstrong, M. (2006) A handbook of human resource management practice. Kogan page, London.

Aduvato, S. (2006) Make the Connection: Improve Your Communication at Work and at Home. Rivergate Books. New Jersey.

Asare, G., J. (2019) Is Your HR Department Helping or Hurting Your Diversity Efforts? [online] Available at: <https://www.forbes.com/sites/janicegassam/2019/08/29/is-your-hr-department-helping-or-hurting-your-diversity-efforts/?sh=5e4361def6d3>, [Accessed 16 September 2021].

Banfield, P., Kay, R., and Royles D. (2006) Introduction to Human Resource Management. Oxford university press, Oxford.

Barak, M., E., M. (2016) Managing Diversity: Toward a Globally Inclusive Workplace. Sage publications. Singapore.

Boas, V., A., A. (2018) Organizational Conflict. IntechOpen, London.

Boone, E., L. and Kurtz, L., D. (2010) Contemporary Business 2010 Update. John Wiley and Sons, Hoboken.

Benoiel, B (2017) What's Your Conflict Management Style? [online] Available at: <https://www.waldenu.edu/news-and-events/walden-news/2017/0530-whats-your-conflict-management-style>, [Accessed 05 October 2021].

Bennet, T., Saundry, R., Virginia, F. Managing Employment Relations. Kogan Page, London.

Boxall, P., Purcell, J., and Wright, P. (2008) The Oxford Handbook of Human Resource Management. Oxford University press, Oxford.

Crawly, J. (2019) Are all HR professionals incompetent? [online] Available at: <https://www.peoplehr.com/blog/2019/05/29/are-all-hr-professionals-incompetent/>, [Accessed 10 October 2021].

Coates, C. (2018) Workplace Conflict: Friend Or Foe? [online] Available at: <https://www.forbes.com/sites/forbescoachescouncil/2018/10/16/workplace-conflict-friend-or-foe/?sh=44177b5a7549>, [Accessed 12 September 2021].

CIPD (2020) Dealing with conflict at work: a guide for people managers. [online] Available at: <https://www.cipd.ie/news-resources/practical-guidance/guides/workplace-conflict#gref>, [Accessed 30 September 2021].

CIPD Report (2020) Managing conflict in the modern workplace [online] Available at: <https://www.cipd.co.uk/knowledge/fundamentals/relations/disputes/managing-workplace-conflict-report#gref>, [Accessed 08 September 2021].

Doherty, N. and Guylor, M. (2008) *The Essential Guide to Workplace Mediation & Conflict Resolution: Rebuilding working relationship*. Kogan page, London.

Dyer, C. (2018) *The Power of Company Culture: How any business can build a culture that improves productivity, performance and profit*. Kogan page, New York.

Effectively and Avoid Common Barriers to Effective Communication. Create space, South Carolina.

Falconer, H. and Bagshaw, M. (2009) *IRS Managing Conflict in the Workplace*. LexisNexis, London.

Flick, U. (2015) *Introducing Research Methodology: A Beginner's Guide to Doing a Research Project*. Sage publications, London.

Gutierrez, A. (2014) *Effective Communication in the Workplace: Learn How to Communicate*

Gramberg, V., B. (2008) *Managing workplace conflict: Alternative dispute resolution in Australia*, The federation press, New south wales.

Grugulis, I. (2006) *Skills, Training and Human Resource Development: A Critical Text*. Palgrave MacMillan, New York.

Harberrt, T. (2021) *The Pandemic Has Expanded the Role of HR*. [online] Available at: <https://www.shrm.org/hr-today/news/hr-magazine/fall2021/pages/pandemic-expands-role-of-hr.aspx>, [Accessed 08 October 2021].

Harris, H., Chris, B., Sparrow, P. (2003) *International human resource management*. Chartered institute of personnel and development. London.

Hom, W., P. Allen, G., D. Griffith, W., R. (2019) *Employee Retention and Turnover: Why Employees Stay or Leave*. Routledge. New York.

Institute of leadership and management (2013) *Understanding the Communication Process in the Workplace*. Elsevier, Amsterdam.

Johnson, C and Keddy, J. (2010) *Managing conflict at work: understanding and resolving conflict for productive working relationship*, Kogan page, London.

Katz, L., D. (2010 p. 9) *The Everybody Wins Approach to Conflict Resolution, win at work.*
John Willey and Sons, Inc. New Jersey.

Lewin, D., Gollan, P., J., Lipsky, B., D., Avgar. C., A., and Lamare, R., J. (2016) *Managing and Resolving Workplace Conflict.* Emerald Group Publishing Limited, Bingley.

Liddle, D. (2017) *Managing Conflict: A Practical Guide to Resolution in the Workplace.*
Kogan page, London.

Martin, V. (2006) *Managing Projects in Human Resources Training and Development.*
Kogan Page, Philadelphia.

Myatt, M. (2012) *5 Keys of Dealing with Workplace Conflict.* [online] Available at:
<https://www.forbes.com/sites/mikemyatt/2012/02/22/5-keys-to-dealing-with-workplace-conflict/?sh=117c330c1e95>, [Accessed 24 September 2021].

Nankervis, A., Baird, M., and Coffey, J. (2020) *Human resource management; strategy and practice.* Cengage, Melbourne.

Raines, S., S. (2012) *Conflict Management for Managers: Resolving Workplace, Client, and Policy Disputes,* John Wiley & Sons, San Francisco.

Roche, K., W., Teague, P., and Colvin, S., J., A. (2014) *The Oxford Handbook of Conflict Management in Organizations*. Oxford university press, Oxford.

Saunders, M., Lewis, P., and Thornhill, A. (2009) *Research Methods for Business Students*. Pearson education limited, Essex.

Scott, V. (2009) *Conflict Resolution at Work for Dummies*. Wiley Publishing, Indiana.

Rodriguez, S. (2016) *One Secret behind Google's Massive Success: It's Diversity*. [online] Available at: <https://www.inc.com/salvador-rodriguez/google-diversity-bottom-line.html>, [Accessed 03 October 2021].

Scannell, M. (2010) *The Big Book of Conflict Resolution Games: Quick, Effective Activities to improve communication, trust and collaboration*. McGraw-Hill, New York.

Sturt, D and Nordstrom, T. (2017) *How To Use Conflict To Your Advantage At Work* [online] Available at: <https://www.forbes.com/sites/davidsturt/2017/01/23/how-to-use-conflict-to-your-advantage-at-work/?sh=15fe8f552e1e>, [Accessed 10 September, 2021].

The society of Human resource (2008) *A history of human resources*. Society of Human resource management, Alexandria.

Toomey, T., S. and Oetzel, G., J. (2001) *Managing Intercultural Conflict Effectively*. Sage publications, California.

Tehrani, N. (2013) *Workplace Bullying: Symptoms and Solutions*. Routledge, New York.

The global research report of OPP (2008) *fight, fight or face it? Celebrating the effective management of conflict at work*,

Villeseche, F., Muhr, L., S. and Hallock, L. (2018) *Diversity and Identity in the Workplace: Connections and Perspectives*. Palgrave McMillan. Cham, Switzerland.

Wilson, P., J. (2005) *Human Resource Development: Learning & Training for Individuals & Organizations*. Kogan Page, London.

Appendices

Appendix 1 Questions of the survey

(Options of all the questions can be found in figures and tables section above.)

Section 1: About yourself

Q 1: How old are you?

Q 2: What is the nature of your job?

Q 3: What is your designation?

Q 4: How long have you been working for you current employer?

Q 5: Do you know about Dispute Resolution and Mediation?

Section 2: About workplace dispute resolution

Alternative dispute resolution

ADR is a kind of conflict resolution that allows disputing parties to talk directly to one another in a private session with the help of a mediator, while maintaining their privacy both during and after the mediation session. This strategy ensures that everyone is heard and has a voice, with no fear of retribution. Confidentiality is maintained at all times.

Mediation

Workplace mediation is a non-binding process in which all parties agree to participate and collaborate to solve an issue. A neutral mediator oversees the proceedings. At the conclusion of the mediation session, everyone will have made an informed choice that they can all live with.

Q 1: After reading above statement, do you believe that a conflict in which, you were engaged or witnessed occurred at workplace, might have been resolved quickly if a Dispute Resolution method had been in place? (You can check more than one option)

Q 2: Do you think that if disagreements are seen constructively, they may result in new ideas and eventually, innovation?

Q 3: How does your management resolve disputes? (You can select multiple options.)

Section 3: The role of Human resources department (Training and Development)

Q 1: Have you received induction training after being recruited, in which the Human Resources Department described a company's goals and objectives, as well as the procedure and strategies for resolving workplace disputes?

Q 2: If you did or did not get induction training, is there a dedicated chapter in your staff handbook where you can get information about workplace dispute resolution?

Q 3: How frequently does human resources training and development conduct sessions on workplace dispute resolution strategies and procedures and talk about workplace issues?

Q 4: Do you feel that when a manager communicates dissatisfaction with an employee, the Human Resources department seems to stand with the management team?

Q 5: Do you believe that the Human Resources Training and Development is well-trained and knows how to organize and conduct training workshops?

Section 4: About working environment

Q 1: Which aspect of the workplace, in your view, is the main cause of dispute?? (You can check more than one option)

Q 2: Are you happy with the manner in which your manager or supervisor assigns tasks? (You can check more than one option)

Q 3: How would you or do you resolve workplace disputes at first? (You can check more than one option)

Q 4: Empathy is the capacity to comprehend and perceive the sentiments and viewpoints of others about an issue. At its most sophisticated level, empathy allows you to utilize your understanding to raise another person's self-esteem and help them get through difficult situations.

After reading the above statement, do you believe that empathy at work may be beneficial in fostering a healthy work atmosphere free of dispute?

Q 5: When disagreement and friction persist among employees, the workplace becomes politicized, and attention is diverted away from the organization's fundamental goals.

Q 6: Poor human resource management will have consequences throughout the organization. Employee dissatisfaction, a lack of recognition, inadequate training, and a lack of team development.

Q 7: Anything else you want to share regarding a workplace dispute or your experience with human resources training and development? (Optional)