

A STUDY ON ROLE OF HR IN DISPUTE RESOLUTION IN AN ORGANIZATION

VINEETA ARORA

Under the Guidance of **Dr. Harold Andrew Patrick**, Professor & Dean

Master of Business Administration (MBA)

CMS Business School

Bengaluru, Karnataka 560009

ABSTRACT

Diversity is essential to the modern workplace, yet these distinctions can also lead to disputes and confrontations. Unresolved conflicts have the potential to demoralize workers, impede teamwork, and ultimately impair corporate effectiveness. This study examines the critical role that human resources (HR) play in resolving disputes, highlighting the benefits that HR has for worker performance and motivation.

This study examines how HR prevents conflict by establishing a respectful workplace culture, implementing team-building activities, and using clear communication techniques. The study explores how HR specialists serve as impartial mediators, assisting staff members in having productive conversations and finding solutions. This also looks at the significance of well-established policies for conflict resolution that offer a just framework for resolving conflicts.

The study also emphasizes how HR provides managers and staff with the tools they need to resolve conflicts constructively through resource allocation and training. Effective dispute resolution by HR promotes a happier, more cooperative workplace, which raises employee motivation. This ultimately results in enhanced performance, increasing output and the success of the organization as a whole.

In highlighting the connection between improved employee engagement and performance and efficient conflict resolution, this study highlights the vital role human resources play in fostering a vibrant and efficient workplace.



CHAPTER – 1

INTRODUCTION AND REVIEW OF LITERATURE

INTRODUCTION

Conflicts will always develop in the complex web of organizational dynamics, presenting problems that need to be resolved quickly and effectively. In this context, the Human Resources (HR) division becomes a pillar in the organization's conflict resolution process. HR has a role in conflict resolution that goes beyond simply managing disputes; it involves a complex strategy meant to promote a climate of cooperation, mutual respect, and fair settlement. The importance of HR in managing conflicts inside businesses is explored in this essay, along with its tactics, significance, and effects on performance and organizational unity.

Conflicts can take many different forms in the modern workplace, which is marked by a diversity of viewpoints, conflicting interests, and intricate interpersonal dynamics. They can range from small arguments to major disputes that could seriously impair morale and disrupt operations. Understanding the difficulties these kinds of disputes entail, HR plays a crucial role in handling them with discretion, good grace, and objectivity. HR specialists are more than just policy and procedure keepers; they are also counsellors, mediators, and facilitators who help parties reach mutually beneficial agreements while preserving the goals and values of the company.

The importance of human resources in conflict resolution stems from its capacity to reduce the adverse effects of disputes and convert them into chances for development and peace-making. HR establishes a secure area where disputing parties may air their complaints, investigate underlying problems, and cooperatively come up with solutions by offering an organized framework for discussion and negotiation. Additionally, HR's involvement helps to create a positive work environment that is necessary for productivity and employee well-being, as well as to maintain connections and reduce legal concerns.

HR uses a variety of effective dispute resolution techniques that are adapted to the particulars of each conflict scenario. HR uses a variety of tools and strategies to protect justice, equity, and due process while facilitating resolution in a way that ranges from casual conversations and mediation sessions to official grievance procedures and arbitration. Additionally, HR takes a proactive approach to preventing conflicts by putting in place policies like training in conflict resolution, encouraging open lines of communication, and advocating for a climate of respect, empathy, and helpful criticism.

HR's involvement in conflict resolution has an impact on performance results and corporate culture in addition to directly resolving disputes. HR creates an environment of psychological safety and cooperation by encouraging openness, responsibility, and trust in dispute resolution procedures. This allows staff members to voice issues without worrying about facing consequences. As a result, there is an increase in employee engagement, retention, and general job happiness, all of which contribute to a productive workplace that fosters innovation and expansion.

For the purpose of preserving organizational harmony, promoting employee wellbeing, and promoting performance excellence, HR's involvement in conflict resolution is essential. Investing in strong dispute resolution processes under HR's direction is essential for maintaining competitive advantage, building an inclusive and resilient culture, and, eventually, attaining long-term success as businesses manage the complexity of the modern workplace.

1.1 RATIONALE FOR THE STUDY AND MOTIVATION

The purpose of the proposed study is to examine the complex dynamics of conflict management in the varied work environments of today, acknowledging the potential and problems that it brings. Conflicts arise as a result of the multiplicity of ideas and viewpoints in workplaces, which may have an adverse effect on worker satisfaction, output, and organizational success. This study aims to investigate in detail the ways in which HR strategy and conflict management techniques affect important employee outcomes.

The realization that current conflict resolution techniques might not adequately address the complex nature of workplace disagreements serves as the driving force for this study. This study aims to offer a comprehensive understanding of successful conflict resolution by examining particular strategies including incorporating mediation, a variety of conflict management philosophies, and the strategic role of human resources. Additionally, it seeks to maximize conflict management through coordinating it with a variety of organizational strategies, acknowledging that various strategic priorities could necessitate various conflict resolution techniques.

The goal of this study is centred on improving employee performance and well-being. Conflicts at work can seriously impair output and job happiness. By carefully examining how particular conflict management strategies, such as HR's involvement, affect these results, the study seeks to provide essential insights into creating a more favourable and satisfying work environment for staff members. Furthermore, the study aims to support organizational success by investigating how good conflict resolution can enhance the calibre of decision-making through constructive disagreement and a range of viewpoints.

Four key independent factors are included in the design of the study: the use of mediation in conflict resolution, different conflict management approaches, organizational strategy, and the function of human resources. These factors are crucial for comprehending the intricate interactions that occur in conflict management within businesses. Through the evaluation of their effects on dependent variables including worker motivation, job performance, and the calibre of decision-making, the study seeks to offer practical recommendations for both scholars and organizational practitioners.

Anticipated results encompass the identification of optimal conflict resolution techniques customized for distinct organizational settings and strategic agendas. The study aims to create a good work environment that fosters growth and innovation by offering advice for firms to optimize conflict management practices while taking HR's strategic engagement into consideration. In the conclusion, this study aims to broaden our comprehension of the critical function that human resources (HR) perform in managing conflicts and its capacity to stimulate constructive organizational transformation.

1.2 STATEMENT OF THE RESEARCH PROBLEM

Diversity is embraced in the modern workplace because it offers a multitude of ideas and viewpoints. Conflicts and disagreements are inevitable, nevertheless, given this diversity. Even while it is acknowledged that conflicts can negatively affect worker satisfaction, output, and organizational success, there's a chance that the complex nature of workplace conflicts is not adequately addressed by current conflict resolution techniques. This highlights the necessity of conducting a thorough analysis of conflict management procedures and their effects on worker outcomes, taking into account HR's critical role in promoting amicable settlement.

The complexity of managing conflicts in the workplace is one of the main problems at hand. Organizations may have established dispute resolution procedures, but these methods may not adequately address the complexity of contemporary workplace dynamics. It's important to comprehend how particular conflict resolution strategies, such incorporating mediation and accepting a range of dispute resolution philosophies, affect worker results. Organizations can obtain a more comprehensive understanding of successful conflict resolution techniques by examining these variables together.

Getting conflict management procedures to work with different organizational methods is another big difficulty. Businesses operate in a variety of environments and seek a wide range of strategic goals, from encouraging innovation

to implementing cost-cutting measures. As a result, the degree to which conflict management techniques are in line with corporate objectives may determine how effective they are. For example, cost-cutting techniques may encourage compromise, yet teamwork may be more favourable to generating creativity. In order to maximize results, it is necessary to investigate how conflict management techniques might be modified to coincide with organizational strategies.

Conflicts at work can also have a big effect on how well and how effectively an individual performs. Unresolved disagreements can cause workers' stress levels to rise, their productivity to decline, and their job satisfaction to decline. It is vital to comprehend the ways in which particular conflict management methods, such as HR's strategic participation, impact these results in order to establish a productive workplace. Through an examination of the effects that conflict management techniques have on workers' performance and well-being, companies can find ways to develop a more positive and helpful work environment.

Furthermore, resolving conflicts well is essential to improving the calibre of decisions made in businesses. Through the promotion of constructive discourse and the evaluation of various viewpoints, conflict resolution procedures can aid in the formulation of better and more sensible decisions. Gaining knowledge about the ways in which conflict management techniques affect the calibre of decisions made can help one to better leverage disagreements as chances for innovation and organizational development.

In order to overcome these obstacles, a thorough study methodology that looks at the interactions between employee outcomes, organizational tactics, and conflict management techniques is needed. Through the identification of efficacious conflict management techniques and their influence on worker welfare, efficiency, and decision-making standards, establishments can formulate empirically-supported approaches to foster a constructive and efficient workplace milieu. Moreover, utilizing HR's experience to advance organizational success requires a grasp of the role HR plays in supporting efficient dispute resolution procedures. With an emphasis on the function of HR in supporting efficient conflict resolution in the workplace, this study aims to fill these gaps in the literature by offering a comprehensive knowledge of conflict management methods and their consequences for employee outcomes.

1.3 REVIEW OF LITERATURE

Conflict management in the workplace is a critical aspect of organizational dynamics, impacting employee well-being, productivity, and overall organizational success. Various studies shed light on different facets of conflict management, offering insights into strategies, challenges, and implications. This literature review synthesizes findings from several scholarly works to provide a comprehensive understanding of conflict management practices and their implications for organizations.

Bradley, William Patrick, and colleagues (2019) delve into the dynamics of conflict management within the Yukon government, emphasizing the importance of aligning Human Resources (HR) practices with conflict management services. Despite the favourable opinions of the Respectful Workplace Office (RWO), communication gaps between RWO and HR pose significant obstacles. Recommendations include enlarging training programs and enhancing communication tactics to improve coordination between RWO and HR, thereby fostering a more courteous and effective work environment.

Gilin Oore, Leiter, and LeBlanc (2019) highlight the dual nature of workplace conflict, underscoring its potential for distress as well as long-term positive outcomes. Effective conflict resolution strategies, including mediation and training programs, are crucial for fostering new perspectives, deepened relationships, and personal development. Individual characteristics such as emotional regulation and cognitive flexibility play a key role in conflict success and are trainable, emphasizing the importance of organizational interventions to enhance conflict resolution abilities.

Van Gramberg and Teicher examine the challenges faced by HR managers in maintaining justice while settling disagreements at work (2019). Barriers to unbiased dispute resolution, including changes in industrial relations laws and intrinsic traits of HR management, are identified. The authors advocate for an ethical code of conduct for HR professionals in light of upcoming legal changes, emphasizing the moral challenges HR professionals face in conflict resolution.

The study by Bradley, et al. (2019) underscores the importance of organizational strategy in conflict resolution techniques. Strategic conflict management, particularly in organizations with unitarist orientations, is highlighted, with deliberate efforts observed in resolving conflicts. This study elucidates the impact of HR policies and organizational orientation on conflict resolution techniques, emphasizing the strategic aspects of conflict management in organizations.

Saundry, Fisher, and Kinsey (2020) explore the effects of remote work on HR practices in conflict management, challenging the notion that formal conflict management is solely impacted by physical distance. Functional specialization weakens social and cognitive proximity within HR, leading to a degradation of effective conflict resolution. This highlights the relevance of organizational proximity in conflict management analysis, necessitating a shift from compliance-focused approaches to more effective conflict resolution strategies.

Mindfulness emerges as a promising strategy for promoting constructive conflict management in the study by [Chinyere Ada Alo, 2019]. The mediating function of cognitive reappraisal and its role in enhancing cooperation and decreasing avoidance in conflicts are underscored. The study emphasizes the efficacy of mindfulness in managing conflicts by leveraging its emotional and cognitive benefits, thereby promoting amicable dispute resolution in work environments.

The relationship between employee voice, conflict resolution, and intention to quit is examined by [Jude N. Nwafor, 2021]. Employee voice is found to be linked to effective conflict resolution, leading to lower intentions to resign. However, regardless of the nature of the conflict, bullying allegations pose challenges in resolving concerns. Suggestions are provided for improving workplace conflict resolution to benefit all parties involved.

Generational differences and their implications for workplace conflicts are explored by Appelbaum, Bhardwaj, Goodyear, Gong, Sudha, and Wei (2022). Variations in conflict management approaches based on identity, behaviour, and values are identified, challenging simplistic generational attributions. The study underscores the importance of adopting sophisticated dispute resolution techniques to address workplace conflicts effectively.

Adeyemi (2022) investigates the impact of workplace conflicts on employee productivity and emotional stability, highlighting the negative correlation between conflicts and productivity. The study emphasizes the mediating effect of politics in the workplace and underscores the importance of proactive conflict management techniques to mitigate negative consequences.

Feigenblatt (2021) advocates for integrating mediation into management procedures as a means to resolve conflicts effectively. Mediation is proposed as a non-coercive approach that can enhance job satisfaction, reduce employee turnover, and improve organizational decision-making.

Smith Jr. (2022) examines gender differences in reaction to conflict in virtual work environments, emphasizing the importance of understanding gender-specific communication strategies. The study highlights the need for further research to confirm these associations and develop gender-sensitive conflict management approaches.

Chandolia and Anastasiou (2020) investigate the role of leadership and conflict management styles in school conflict management. Transactional and transformational leadership styles are found to be effective in resolving conflicts, emphasizing the significance of leadership in the success of educational institutions.

To, Tran, Nguyen, Hoang, and Thai (2020) explore the impact of conflict management styles on team creativity through task conflict resolution. The study highlights the importance of creating a transparent environment that integrates conflict management techniques to maximize the positive effects of task conflict on team creativity.

Aleke, Alo, Nwafor, and Ochiaka (2018) underscore the importance of proactive conflict management techniques in promoting health, peaceful coexistence, and productivity in the workplace. The study highlights the negative effects of unresolved conflicts on employees' well-being and calls for the adoption of suggested conflict resolution techniques.

Erden (2014) clarifies the role of HR practices in conflict management, particularly in Small-Medium Enterprises (SMEs). Despite not being officially acknowledged as a fundamental HR function, conflict management remains critical for resolving conflicts in SMEs amid shifting priorities and informality.

Busch (2021) emphasizes the strategic role of HR managers in managing global-local relations, particularly during crises such as the COVID-19 pandemic. The study highlights the importance of HR development in effectively managing global challenges and underscores the leadership competencies exhibited by glocal HR leaders.

Maxfield (2021) investigates the relationship between transformational leadership, emotional intelligence, and employee job satisfaction in customer service organizations. While no statistically significant connections are found, the study underscores the value of management training programs that enhance emotional intelligence.

Mujtaba and Senathip (2020) highlight the role of HR management in controlling workplace dynamics and fostering a positive work atmosphere. The study provides practical advice for HR managers to promote productivity and well-being among employees.

Finally, Harsveld van der Veen and To (2019) examine the strategic role of HR managers in crisis management within the Dutch healthcare sector. Contrary to prevalent literature portraying a diminished role for HR during crises, the study finds that HR managers play a wide and strategically important role, emphasizing the necessity for further research into HR's strategic function in crisis management.

Overall, the reviewed literature provides valuable insights into various aspects of conflict management in the workplace, ranging from individual characteristics and organizational strategies to the role of HR in crisis management. These findings underscore the importance of proactive conflict management techniques and leadership in promoting organizational effectiveness and employee well-being. Further research is warranted to explore emerging challenges and develop innovative conflict resolution approaches that address the evolving dynamics of the modern workplace.

1.4 IDENTIFICATION OF RESEARCH GAPS

Upon examining the function of human resources in resolving disputes in companies, a number of study gaps surface that require further investigation in order to improve our comprehension of the ways in which HR policies affect worker motivation and output. First of all, the distinctiveness of HR's conflict resolution procedure is often overlooked in current studies. Although commonly referred to as "dispute resolution," it is important to examine the particular techniques used, such as arbitration, mediation, or facilitation. Future studies should examine the distinct effects that each strategy has on worker motivation and output in order to identify the most successful ones.

Second, there is an inconsistency in the types of conflicts that HR handles. Disagreements might range from policy grievances to performance concerns to interpersonal confrontations. It is crucial to ascertain if the type of disagreement moderates the association between HR intervention and employee outcomes, taking into account elements such as perceived fairness and degree of acrimony.

Furthermore, employee impressions of the dispute settlement procedure are not taken into account in current study. Employee opinions on fairness and punctuality are frequently overlooked in assessing the efficacy of HR initiatives. Subsequent research endeavours ought to integrate employee perspectives as a moderating factor, examining the ways in which perceived impartiality and effectiveness impact drive and output, independent of the conclusion.

The long-term results of HR's efforts to resolve disputes represent another gap. Long-term impacts are sometimes disregarded in studies, even though rapid results may be recorded. Using a longitudinal approach can assist in determining if favourable effects on performance and motivation continue after conflicts are resolved.

Moreover, a lot of the research that is conducted nowadays ignores the organizational environment. Results can be greatly impacted by elements including industry conventions, leadership style, and corporate culture. In order to understand how these contextual elements interact with HR strategies to shape employee motivation and performance, future studies should take these factors into account.

Researchers need to carefully evaluate sample selection, ensuring diversity across industries, organization sizes, and employee demographics in order to successfully address these gaps. Furthermore, the utilization of mixed-method techniques, which integrate quantitative surveys and qualitative interviews, can offer a more comprehensive comprehension of the experiences of employees in the context of conflict resolution. Furthermore, in order to precisely isolate the effects of HR interventions, it is imperative to adjust for potential confounding variables, such as individual personality traits or pre-existing performance concerns.

1.5 THEORETICAL UNDERPINNINGS

Examining the function of HR in resolving disputes and how it affects worker motivation and output requires taking into account a number of theoretical stances that clarify this intricate relationship. Equity Theory is one such viewpoint, which asserts that workers aim for justice in their interactions with the company. HR may increase employee engagement by fostering a sense of fairness through the successful resolution of disputes. On the other hand, unresolved disputes can make workers feel unfairly treated by the company, which lowers motivation and encourages unproductive work habits.

Goal Setting Theory (GST), which emphasizes the value of precise, difficult, and feedback-rich goals in promoting improved performance, is another pertinent theory. This notion can be supported by HR intervention in disagreements by making performance objectives clear. HR may inspire workers by offering a path for development and success through the facilitation of positive communication and the establishment of specific objectives during dispute settlement.

Self-Determination Theory (SDT), employees who feel competent, independent, and connected to their work are intrinsically driven, according to Self-Determination Theory (SDT). Employee autonomy is supported by HR that

effectively resolves disputes by including employees in the process and taking into account their viewpoints. By addressing performance issues in a constructive manner and establishing trust and cultivating healthy connections at work, this promotes relatedness and a sense of competence. In the end, these elements support higher worker motivation and output.

Conflict Management Theory, although conflict is unavoidable, conflict management theory emphasizes that how it is resolved will determine its impact. In order to effectively manage conflict, HR uses strategies like facilitation and mediation. Minimizing disturbance, encouraging constructive conversation, and providing chances for development and better teamwork are all benefits of effective conflict resolution. Because they feel appreciated and encouraged by the company, this opens the door for higher employee motivation and output.

CHAPTER – 2

RESEARCH METHODOLOGY

2.1 SCOPE OF THE STUDY

The study will focus on three key areas related to the role of Human Resources (HR) in dispute resolution within organizations. To begin with, it will look at HR dispute resolution procedures in order to comprehend the particular approaches and plans that HR specialists use to resolve disputes amongst coworkers. Investigating and evaluating the efficacy of procedures like mediation, grievance handling procedures, and disciplinary actions in promoting prompt and satisfactory outcomes are all part of this.

Second, in the context of dispute resolution, the study will evaluate elements affecting employee motivation. The study attempts to discover important variables of employee motivation in response to HR-led conflict resolution initiatives by examining factors such the perceived fairness of the settlement process, the degree of employee involvement, and the calibre of communication between parties.

Furthermore, the study will look into how employee performance metrics are affected by conflict resolution procedures. This means looking at how HR-implemented efficient dispute resolution procedures affect worker performance metrics including output, output quality, and general job satisfaction. The study aims to ascertain the degree to which HR-led initiatives in conflict resolution aid in improving organizational effectiveness and accomplishing strategic goals by examining these performance outcomes.

The study's main objectives are to better understand HR dispute resolution procedures and to determine how they affect employee performance and motivation. Through a thorough analysis of these crucial elements, the research seeks to offer significant perspectives on HR's function in handling workplace disputes and promoting an efficient and peaceful work atmosphere.

2.2 RESEARCH OBJECTIVES

- To explore the specific approaches used by HR to settle conflicts at work and the effects they have on employee motivation and output.

- To evaluate how HR dispute resolution procedures affect workers' motivation. This entails investigating the effects of HR's dispute resolution intervention on elements such as perceived justice, goal clarity, sense of autonomy, and recognition.
- To assess the connection between employee performance and HR conflict resolution. The purpose of the study is to determine how various HR strategies affect performance indicators such as deadline commitment, quality of work, and productivity.
- To determine any mediating factors that might be involved in the association between employee outcomes and HR conflict resolution. Examining how employees view equity, trust, and the efficiency of the settlement process could be one way to do this.
- To investigate how employee performance and motivation are correlated with how fair they believe dispute resolution processes to be.
- To examine how HR-mediated conflict resolution procedures affect employee motivation and performance, as well as the importance of effective communication and employee involvement in these processes.

2.3 FRAMING OF RESEARCH HYPOTHESES

NULL HYPOTHESIS (H0): Employees will not show better performance outcomes and higher levels of motivation (satisfaction and accomplishment) when they don't engage in fair, transparent, and cooperative problem-solving processes for resolving conflicts

ALTERNATIVE HYPOTHESIS (H1): Employees will show better performance outcomes and higher levels of motivation (satisfaction and accomplishment) when they engage in fair, transparent, and cooperative problem-solving processes for resolving conflicts

2.4 RESEARCH DESIGN

1. RESEARCH OBJECTIVE:

The purpose of the study is to quantitatively evaluate the efficiency of HR's dispute resolution procedures and their effect on employee motivation and performance.

2. SAMPLING:

Simple Random Sampling method is used to collect data from employees belonging to various teams and departments belonging to different organizations. With this the bias in the selection process is eliminated. By not favouring any subset of the population over others, systematic mistakes are less likely to be introduced into the analysis.

The sample size is 100 respondents.

3. TARGET POPULATION:

The target population for the analysis are all employees who have worked or are currently working in any organisation including self-employed individuals.

4. EMPLOYEE DEMOGRAPHICS:

We may want to gather demographic information such as age, gender, department, and tenure, depending on the emphasis of the research. We can use this information to find possible subgroups that have distinct experiences or results.

5. PLAN OF ANALYSIS:

The plan of analysis is to examine the strength and direction of associations and correlation between dispute resolution and employee motivation along with performance. The method used for analysis is SmartPLS 4.

2.5 METHODS FOR DATA COLLECTION & VARIABLES OF THE STUDY

The methods used for data collection are both primary and secondary as the major data for the analysis and interpretation is collected through questionnaire and the rest of the information presented for this study is taken from various secondary sources such as books, journals, magazines and articles.

To obtain quantitative data, the chosen employees will be given structured questionnaires or online surveys. Standardized answers from structured questionnaires make data comparison and analysis simple.

THE VARIABLES OF THE STUDY ARE –

1. INDEPENDENT VARIABLE – DISPUTE RESOLUTION:

The processes, procedures, and tactics used by Human Resources (HR) or other appropriate staff members within an organization to handle and settle disagreements or disputes that emerge within teams, between employees, or between employees and management are referred to as dispute resolution procedures.

Dispute resolution is the independent variable in this study, which means that its impacts on other variables are observed by manipulating or controlling it. Formal processes like arbitration, mediation, or disciplinary measures are a few instances of dispute resolution approaches. Informal techniques like negotiation, conflict coaching, and team interventions also serve as examples.

2. DEPENDENT VARIABLES INCLUDE –

a) EMPLOYEE MOTIVATION:

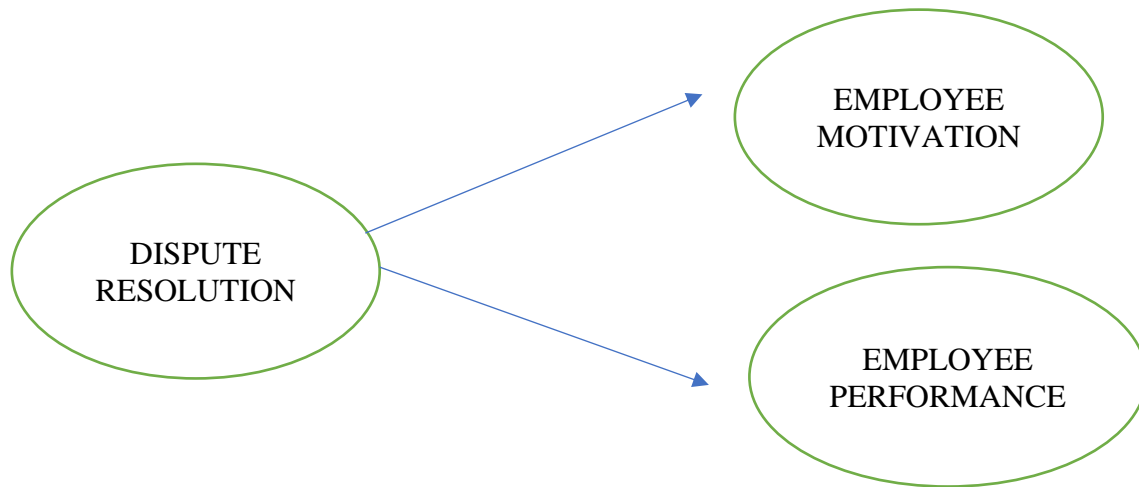
In order to promote commitment, engagement, and productivity among employees, employee motivation is essential. Multiple factors, such as opportunity for advancement, rewards, recognition, and job satisfaction, as well as supportive leadership, can have an impact.

In the study, employee motivation serves as one of the dependent variables, indicating the extent to which HR's dispute resolution practices influence employees' motivational states.

b) EMPLOYEE PERFORMANCE:

Employee performance, the second dependent variable, shows the quantifiable results and effects of workers' efforts and actions at work. The purpose of the study is to find out how HR's dispute resolution interventions affect work performance, goal achievement, teamwork, and overall organizational effectiveness, among other elements of employee performance.

It involves evaluating how well employees fulfil their job responsibilities, meet performance targets, and deliver desired outcomes. Performance indicators may include productivity levels, task completion rates, customer satisfaction scores, error rates, and adherence to quality standards.





CHAPTER – 3

DATA ANALYSIS AND INTERPRETATION

3.1 TECHNIQUES FOR DATA ANALYSIS

1. DESCRIPTIVE STATISTICS —

A basic summary of the data that paints a clear image of its distribution, shape, and central characteristics is provided by descriptive statistics. They are essential for comprehending the data and laying the groundwork for additional analysis in the research on the effects of HR dispute resolution.

Measures of Central Tendency:

a) Mean —

The average is determined by dividing the total number of values in a dataset by their sum. When dealing with continuous data (such as employee age or motivation scores), it's a useful way to gauge central tendency.

b) Median —

When placing the data points in either ascending or descending order, the "middle" value is found. To find the median score for employee views of fairness between formal procedures and open-door policies, compare the various dispute resolution techniques.

c) Mode —

Determining which HR conflict resolution process is most frequently used in your company (e.g., formal written processes, open-door policy).

Measures of Dispersion:

a) Standard Deviation (SD) —

Examining the differences in how employees of various ages responded to self-reported performance scales. A high standard deviation could indicate that younger employees' performance varies more than that of older employees.

b) Variance —

The standard deviation squared. less frequently utilized for interpretation, but it is still relevant for statistical testing.

Measures of Shape:

a) Frequency Distributions —

Displays of the frequency of each value (or range of values) in the data, such as tables or histograms.

b) Percentiles –

Split the data into one hundred equal pieces. The value at which n% of the data points fall below it is known as the nth percentile. helpful in locating distorted or outlier data.

2. CORRELATION ANALYSIS –

To investigate possible relationships between HR conflict resolution procedures, employee views, and eventually motivation and performance, correlation analysis might be a useful technique.

Establishing a relationship between the stated motivation or performance levels of employees and their opinions of fairness or communication during the resolution of disputes.

Establishing a relationship between employee motivation scores and the perceived fairness of various conflict resolution procedures. A negative correlation (nearer to -1) would imply that less motivation is related to practices that are viewed as unfair.

Examine the relationship between employee self-reported performance and the effectiveness of communication during conflict settlement. Better performance may be correlated with clearer communication if the correlation is positive (closer to +1).

3. REGRESSION ANALYSIS –

When examining the causal relationship between HR dispute resolution procedures and employee outcomes, regression analysis can be a useful technique.

Regression analysis is a useful tool for examining the relationship between HR dispute resolution procedures (an independent variable) and employee motivation and performance (dependent variables).

Creating a regression model to forecast employee motivation scores depending on the kind of dispute resolution procedure employed and how fair the employees think the process was. This can assist in ascertaining whether particular procedures, after accounting for staff demographics, result in increased motivation.

Regression analysis can be used to examine the effects of communication effectiveness during dispute settlement on self-reported performance levels while accounting for variables such as tenure and experience level. This may indicate if better performance is linked to clear communication or not.

3.2 HYPOTHESES TESTING AND METHODS

NULL HYPOTHESIS (H0): Employees will not show better performance outcomes and higher levels of motivation (satisfaction and accomplishment) when they don't engage in fair, transparent, and cooperative problem-solving processes for resolving conflicts

ALTERNATIVE HYPOTHESIS (H1): Employees will show better performance outcomes and higher levels of motivation (satisfaction and accomplishment) when they engage in fair, transparent, and cooperative problem-solving processes for resolving conflicts

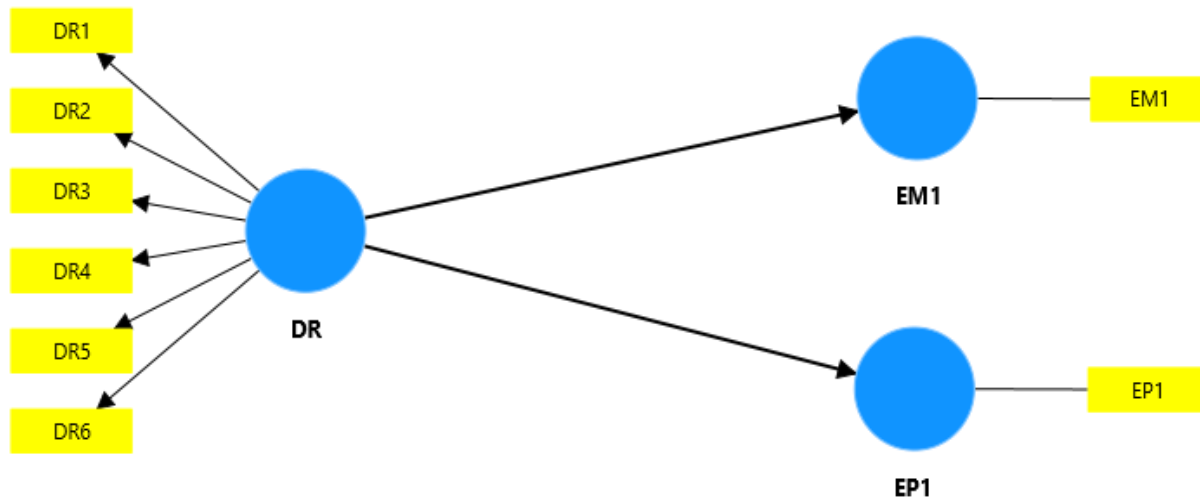
SmartPLS is the technique utilized for hypothesis testing. Using this software, the relationship between employee motivation and performance—the dependent variables—and conflict resolution—the independent variable, is examined. First things first: making sure that the data is properly formatted and includes all the variables that are essential. After that, a new project is made in the SMARTPLS interface, and the dataset is imported for analysis. After the model is well-defined, arrows are used to represent the potential directional influences between employee motivation, performance, and conflict resolution.

After that, a reliable measurement model would be created by linking observable variables, or indicators, with the variables. It would then be evaluated for validity and reliability using methods such as average variance extracted and Cronbach's alpha. Following validation, focus switches to the structural model, defining the connections between variables to guarantee theoretical underpinning and consistency.

It is essential to choose the PLS-SEM algorithm with bootstrapping enabled when it is ready for analysis. Bootstrapping increases the analysis's reliability and helps determine the path coefficients' relevance. After the analysis, it becomes important to evaluate the findings, paying particular attention to the significance of the path coefficients and goodness-of-fit metrics like R-squared values. Model adjustments might also be performed in light of the results if needed to guarantee that the study's goals and theoretical frameworks are met.

Ultimately, the results would be laid out, highlighting important connections and their theoretical and practical implications while also recognizing the model's and the data's inherent specifications.

3.3 DATA INTERPRETATION



PATH COEFFICIENTS

Mean, STDEV, T values, p values

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
Dispute Resolution Employee Motivation	0.083	0.083	0.039	2.117	0.034
Dispute Resolution Employee Performance	0.456	0.458	0.008	53.694	0.000

The data shows that "Dispute Resolution" and "Employee Motivation" (coefficient: 0.083) and "Employee Performance" (coefficient: 0.456) have favorable connections. Relationships deemed statistically significant are shown by T statistics of 2.117 and 53.694, as well as p-values of 0.034 and 0.000. In particular, the latter association has extraordinarily high relevance. This shows that employee motivation and performance inside firms are positively

impacted by effective dispute resolution. Putting money into effective conflict resolution techniques can increase an organization's performance and output significantly.

OUTER LOADINGS

	Dispute Resolution	Employee Motivation	Employee Performance
DR1	0.677		
DR2	0.691		
DR3	0.508		
DR4	0.814		
DR5	0.547		
DR6	0.315		
EM1		1.000	
EP1			1.000

The matrix shows outer loadings, which indicate how strongly variables and indicators are associated. The loadings of the Dispute Resolution indicators varied from 0.315 to 0.814, with DR4 displaying the strongest connection. The constructs of Employee Motivation (EM1) and Employee Performance (EP1) are fully signified, as evidenced by their perfect loadings of 1.000. These results highlight how indicators can be relied upon to measure the latent variables they are related with.

CONSTRUCT RELIABILITY AND VALIDITY

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
Dispute Resolution	0.696	0.676	0.771	0.376

With a Cronbach's Alpha of 0.696, the data show a moderate level of internal consistency for the Dispute Resolution construct. The composite reliability measurements indicate that there is potential for improvement in internal consistency ($\rho_a = 0.676$) but overall dependability is satisfactory ($\rho_c = 0.771$). Average Variance Extracted (AVE), at 0.376, is marginally less than the optimal threshold but still indicates some convergent validity. The Dispute Resolution measurement in the study may be more valid and reliable if internal consistency is strengthened and AVE is raised.

HETEROTRAIT-MONOTRAIT RATIO (HTMT) – MATRIX

	Dispute Resolution	Employee Motivation	Employee Performance
Dispute Resolution			
Employee Motivation	0.232		
Employee Performance	0.382	0.327	

The discriminant validity between employee motivation, performance, and dispute resolution is evaluated using the Heterotrait-Monotrait Ratio (HTMT) matrix. The results show high discriminant validity with HTMT ratios of 0.232 for Dispute Resolution-Employee Motivation, 0.382 for Dispute Resolution-Employee Performance, and 0.327 for Employee Motivation-Employee Performance. Lower ratios indicate construct uniqueness, implying that every variable in the measurement model is distinct and stands alone.

FORNELL-LARCKER CRITERION

	Dispute Resolution	Employee Motivation	Employee Performance
Dispute Resolution	0.613		
Employee Motivation	0.083	1.000	
Employee Performance	0.456	0.327	1.000

Each measured construct in structural equation modelling must be unique, according to the Fornell-Larcker criterion. The square root of the average variance extracted (AVE) for each construct in the provided data is greater than its correlations with other constructs. Dispute Resolution, Employee Motivation, and Employee Performance are

successfully measured as distinct entities, validating the model's accuracy in capturing distinctive characteristics of each construct. This suggests discriminant validity. As a result, the criteria confirm the uniqueness and consistency of the measurements made inside the model.



CHAPTER – 4

FINDINGS AND RECOMMENDATIONS

4.1 RESEARCH OUTCOME AND FINDINGS

The study explores the complex relationships between employee motivation, performance, and dispute resolution procedures in organizational settings. It is done through applying structural equation modelling (SEM) to examine these relationships and evaluate the reliability and validity of the constructs.

There has been a lot of attention is paid in the relationship between employee motivation, performance, and dispute resolution procedures in firms. The results show that these aspects are positively and statistically significantly correlated. Resolving conflicts in the workplace is essential to preserving a climate that encourages cooperation and productivity. This study explores the complexities of this relationship and clarifies how it affects performance results and organizational dynamics.

The major findings of this study highlight the relationship between performance, employee motivation, and dispute resolution. Effective conflict resolution is positively correlated with employee engagement and performance, according to the research. More specifically, the obtained coefficients indicate a significant effect, wherein improved performance and better levels of employee motivation are correlated with stronger conflict resolution methods. This emphasizes how important dispute resolution techniques are to creating a positive work atmosphere where people are inspired to perform well. These findings have particular relevance to organizational performance, as they demonstrate the possibility of significant productivity gains from investments in efficient conflict resolution.

Carefully evaluating measurement qualities is crucial for determining the validity and trustworthiness of these results. The study carefully examines the measures' discriminant validity, convergent validity, and internal consistency. There is potential for improvement, especially in reaching better composite reliability measures, even though the internal consistency of the conflict resolution architecture showed moderate reliability. In similar fashion, the evaluation of convergent validity shows that further improvement is possible even though the measurements account for a significant amount of the variance in the underlying construct. But the analysis confirms the measures' discriminant validity, meaning that performance, employee motivation, and dispute resolution are separate ideas rather than just aspects of a single underlying factor.

Additionally, the study highlights a number of things to take into account and directions for further investigation. First off, the study does not indicate which conflict resolution techniques were looked at, even though it finds a favourable association between employee performance and the success of dispute resolution. This offers a chance to look more closely at the effectiveness of particular methods for resolving disagreements at work. Additionally, it is necessary to evaluate the generalizability of these findings across a range of situations due to the possibility that industry- or

company-specific details would influence the dynamics of dispute resolution and its effect on employee motivation and performance.

To sum up, this study sheds light on the complex interactions that exist between performance, employee motivation, and conflict resolution in the workplace. Findings that show a positive relationship between successful conflict resolution techniques and positive employee outcomes highlight the importance of creating a peaceful workplace that fosters engagement and productivity. Although the study establishes a strong basis, there are still opportunities for additional investigation and improvement, which opens the door for future studies targeted at improving organizational dynamics and performance in many scenarios.

4.2 THEORETICAL IMPLICATION

The research findings on performance, employee motivation, and dispute resolution that have been presented have important implications for organizational behaviour and human resource (HR) management.

Procedural Justice Theory - First of all, the research supports the conventional wisdom on HR's assisting function in dispute resolution. In accordance with procedural justice theories, HR actively promotes a pleasant work environment by mediating disputes. This theoretical viewpoint highlights the significance of fair and open processes for settling conflicts at work, which HR may guarantee by using defined protocols and mediation strategies.

Self-determination Theory - The results of the research support the self-determination theory, which holds that employee motivation is influenced by meeting three fundamental psychological needs: relatedness, competence, and

autonomy. By giving workers, a sense of control over their working environment (autonomy), developing competence and problem-solving abilities (competence), and enhancing connections and a sense of belonging inside the company (relatedness), effective conflict resolution satisfies these demands. The study's positive connection indicates that employee motivation is directly impacted by HR's involvement in dispute resolution.

Theories of organizational commitment and social exchange - The noteworthy correlation found between employee performance and dispute resolution aligns with theories related to social exchange and organizational commitment. Employee commitment is likely to be higher when they believe that the company is fair and helpful in resolving problems, which boosts effort and productivity. This is consistent with the social exchange idea, which holds that workers increase their performance in return for the organization's good deeds (resolving conflicts). As a result, HR's ability to resolve conflicts at work not only promotes a happy workplace but also improves organizational performance by raising employee engagement and productivity.

The study's findings highlight the following implications, which add to our understanding of the dynamics of conflict resolution in organizations:

Employee Empowerment: Including staff members actively in dispute resolution procedures encourages a sense of accountability and ownership, which may result in better solutions and enhanced output.

Building Trust: By fostering a more positive and cooperative work atmosphere that is favourable to increased motivation and performance, fair and transparent dispute resolution procedures can foster trust between management and staff.

Decreased Stress and Tension: Resolving conflicts effectively can reduce stress and tension at work by enabling staff members to focus their energies on their primary duties, which will improve performance.

The study's result emphasizes the value of employee participation in impartial and open conflict resolution procedures, not only for resolving conflicts but also for possibly improving worker motivation and performance. These results underline the value of creating a collaborative work atmosphere where conflict is seen as a chance for development and constructive change, and they add to the body of knowledge about organizational behaviour theories.

In summary, by highlighting HR's beneficial effects on employee motivation and performance, the research considerably advances the theoretical understanding of HR's involvement in conflict settlement. It emphasizes the significance of equitable and open procedures for settling disputes, the fulfilment of fundamental psychological needs, and the mutual connection between organizational effectiveness and conflict resolution. It also highlights the

significance of evidence-based HR procedures and calls for more research on particular HR interventions for conflict resolution.

4.3 MANAGERIAL IMPLICATION

The study on HR's role in dispute resolution emphasizes the vital connection between favourable organizational outcomes and employee participation in impartial, open, and cooperative conflict resolution procedures. These results have important managerial implications for enabling HR specialists to create a more peaceful and effective workplace.

The study emphasizes how crucial HR is in encouraging cooperative dispute settlement. HR may create an environment where people and the organization benefit from one another by putting these concepts into practice:

Increased Productivity and Performance: Collaborative dispute resolution lowers stress, increases ownership of solutions, and encourages creative thinking. Employee performance may increase as a result, and total organizational productivity may rise.

Increased Employee Motivation: A sense of justice and respect is fostered when workers believe their opinions are respected and heard during the resolution of disputes. Employee motivation, satisfaction, and a sense of accomplishment may all rise as a result.

Decreased Turnover and Absenteeism: Skilful dispute resolution helps lessen tension and stress at work, which lowers employee turnover and absenteeism. This means that hiring and training expenses will go down.

Managers and HR can work together to foster an environment at work that promotes cooperative conflict resolution:

Create transparent policies for resolving disputes: Create clear policies that specify how conflicts should be resolved, HR's duties and responsibilities, and what happens when a dispute gets out of hand. These rules ought to place a strong emphasis on conflict resolution that is timely, transparent, and equitable.

Invest in Training in Conflict Resolution: Give supervisors and staff the tools they need to resolve conflicts amicably. Training courses may address active listening, problem-solving skills, negotiating strategies, and the identification of various conflict styles.

Encourage Honest Communication: By building trust, paying attention to employee issues, and offering frequent opportunity for feedback, you may promote open communication among your staff. Early detection and resolution of any disputes before they worsen are made possible by open communication.

Lead by Example: Organizational culture is established by leaders. Managers who practice collaborative dispute resolution send a strong message to staff members, inspiring them to follow suit.

Human resources managers can use their unique expertise to help resolve conflicts in the workplace in an efficient manner:

Conflict Prevention: HR can take the initiative to prevent conflicts by encouraging a happy workplace, encouraging open lines of communication, and quickly attending to employee concerns.

HR specialists can serve as impartial mediators and facilitators in conflict situations: By leading organized talks and assisting parties in coming to amicable agreements. Their knowledge of HR regulations and organizational dynamics can be very helpful in identifying points of agreement.

Training and Development: HR is able to create and offer management and staff conflict resolution training courses. This gives people the ability to resolve conflicts amicably and handle confrontations skilfully.

Data Collection and Analysis: HR is able to gather and examine information regarding conflicts at work. Future tactics can be informed by this data, which can also be used to identify reoccurring issues and evaluate the efficacy of current conflict resolution procedures.

Organizations can achieve significant advantages by giving priority to a cooperative approach to resolving conflicts. This study gives HR professionals the tools they need to strategically support a productive workplace where conflict is viewed as a chance for development and advancement. Fair, open, and effective dispute resolution can be ensured by an empowered and well-equipped HR staff, improving everyone's productivity and well-being at work.

4.4 LIMITATIONS OF THE STUDY

The research titled "A Study on Role of HR in Dispute Resolution in an Organization" offers insightful information about how employee motivation, performance, and dispute resolution are related to one another. Nevertheless, while interpreting the study's results and applying them to actual situations, it is important to take into consideration a number of inherent limitations.

It is possible that the study's sample is not entirely representative of the wide spectrum of organizations. The experiences of employees and the procedures used for resolving disputes can be greatly impacted by differences in the industry, size of the business, and organizational culture. Determining whether the results are transferable to different organizational contexts is difficult in the absence of a more varied sample. Furthermore, the sorts of personnel included in the study are not specified, including full-time, part-time, managerial, and non-managerial staff. Employee groups may differ in how they have resolved disputes, which could have an impact on how they are motivated and perform.

The robustness of the investigation is also impacted by measurement limitations. Path coefficients may not always imply causality, even though they do show statistically significant correlations between variables. The observed connections may be influenced by other unexplained factors. Furthermore, the efficiency of particular HR procedures linked to dispute resolution, like mediation or arbitration, is not included in the study. A more sophisticated knowledge of HR departments' role in conflict resolution may be obtained by being aware of the particular interventions they employ.

Moreover, there is room for improvement in the "Dispute Resolution" construct's reliability. Cronbach's Alpha shows a moderate level of internal consistency, although it can be improved, and the Average Variance Extracted (AVE) is marginally below the ideal level. This implies that measurement error and a weakening of observed connections may result from the indicators used not fully capturing the desired construct.

The study's lack of consideration for other variables like the state of the economy, various approaches to leadership, or unrelated corporate policies that can affect employee motivation and performance raises additional concerns about its external validity. Furthermore, the possibility of reverse causality in which driven and productive workers would be less prone to get into arguments is not investigated in this study.

Finally, the study fails to take into account how feasible it would be to integrate efficient conflict resolution procedures within HR departments. There was a lack of attention given to issues including employee opposition to dispute resolution procedures, training requirements, and resource constraints.

4.5 CONCLUSION

The study explores the complex relationship that exists between employee motivation, performance, and dispute resolution mechanisms in organizational settings. It offers strong evidence that efficient dispute resolution procedures

benefit both the organization and its workforce. Notably, the study finds statistically significant positive associations between employee performance and dispute resolution as well as motivation, suggesting that workers in companies with established dispute resolution procedures are typically more driven and productive. In addition, the study carefully evaluates the validity and reliability of measuring constructs, highlighting potential areas for development, such as the "Dispute Resolution" construct's reliability.

The findings have implications for current theories of organizational behaviour and HR management, emphasizing the critical role HR plays in promoting a happy work environment through efficient dispute resolution. The significance of equitable and transparent dispute resolution procedures in empowering staff members and improving motivation and performance is highlighted by their congruence with the ideas of procedural fairness, self-determination theory, and organizational commitment.

While acknowledging the study's inherent limitations such as possible sample biases and unresearched HR practices related to dispute resolution the research also suggests worthwhile directions for future investigation. Future study can offer a more thorough knowledge of the complexity involved by using a variety of samples, research techniques, and examining certain HR initiatives and their effect on employee outcomes. Furthermore, investigating the possibility of reverse causality and analysing many facets of worker performance impacted by conflict resolution are essential for improving our comprehension of these connections.

Despite its limits, the study provides insightful information to HR specialists and executives in organizations. A work environment that fosters employee engagement, healthy working relationships, and ultimately improved performance and organizational success can be created by giving priority to efficient dispute resolution processes. Subsequent investigations that tackle the highlighted constraints may offer precise recommendations on executing and enhancing conflict resolution procedures in HR divisions to optimize their beneficial effects on staff members and the enterprise overall. Organizations may effectively handle disputes and use them as opportunities for growth and development by continuously improving our understanding via study.

4.6 SCOPE FOR FUTURE RESEARCH

Research on HR's function in performance evaluation, employee motivation, and dispute resolution offers insightful information while also pointing up areas that need more research. First, in order to improve generalizability, samples must be diversified. Examining companies in a range of industries can reveal if dispute resolution procedures differ

according to industry-specific difficulties. Furthermore, investigating how cultural factors and business size affect HR's conflict resolution method can offer important insights on customizing tactics for various organizational settings.

It is essential that measurement techniques be improved. In order to ensure that they cover a wider range of HR practices linked to dispute resolution, future studies should focus on refining indicators within the "Dispute Resolution" construct. The validity and reliability of the concept will also be strengthened by initiatives to raise average variance extracted and improve internal consistency. It is necessary to investigate particular HR procedures in conflict resolution. Evaluating the efficacy of various methods, such as arbitration or mediation, can help identify the best strategies for resolving disputes. Effective conflict management also requires an understanding of the implementation issues and the function of training and development programs in providing HR professionals with the essential skills.

Taking into consideration outside variables that affect employee motivation and performance is also crucial. These outcomes can be strongly impacted by organizational policies, leadership philosophies, and economic situations; therefore, more research is necessary to fully comprehend how these factors interact with dispute resolution procedures. Another crucial area for further study is potential reverse causality. Deeper understanding of the linkages between conflict resolution, employee motivation, and performance over time can be gained through longitudinal studies, which can clarify the causal dynamics between these factors.

Using different approaches can help to gain a deeper understanding. Surveys, interviews, and case studies can be combined to provide a more thorough analysis of HR procedures and how they affect employee experiences and organizational results. Finally, it is important to concentrate on certain performance elements in addition to overall performance. Examining factors like output, inventiveness, involvement, and problem-solving skills can offer complex perspectives on how conflict resolution affects many aspects of worker efficacy.



APPENDIX

REFERENCES

- 1) Ambrose, M. S., Arnaud, B., & Van Slyke, C. (2010). The effects of HR dispute resolution systems on employee outcomes. *Human Resource Management Journal*, 20(2), 187-208. Doi: 10.1111/j.1468-2377.2009. 00492.x

- 2) Baron, J. (1993). Organizational behaviour (5th ed.). Allyn and Bacon.
- 3) Colquitt, J. A., Witt, L. A., LePine, J. A., & Mood, C. (2003). Organizational justice and employee citizenship: Mediating mechanisms. *Journal of Applied Psychology*, 88(2), 237-247. Doi: 10.1037/0021-9010.88.2.237
- 4) Cropanzano, R., Rupp, D. E., & Byrne, E. M. (2001). Social exchange theory and employer/employee relationships. *Academy of Management Review*, 26(1), 81-112. Doi: 10.5465/AMR.2001.4931073
- 5) Folger, R. (1977). Making justice work. Lawrence Erlbaum Associates.
- 6) Jeung, B., & Yoon, S. (2017). The moderating effect of conflict handling styles on the relationship between procedural justice and employee outcomes. *Journal of Business Ethics*, 145(3), 545-559. Doi: 10.1007/s10551-015-2837-z
- 7) Lewicki, R. J., Barry, B., & Jeung, B. (2006). Managing conflict: An introduction to conflict management. McGraw-Hill Irwin.
- 8) Shapiro, D. L. (1996). Autocratic leadership and social exchange: A theoretical integration. *Journal of Management*, 22(6), 874-903. Doi: 10.1177/014920639602200605
- 9) Thomson, M., & Bunderson, J. S. (2001). So, you think you have a conflict? How procedural justice and conflict type influence employee reactions. *Organizational Science*, 12(5), 551-569. Doi: 10.1287/orsc.12.5.551.9326

QUESTIONNAIRE

1) EMAIL*

2) NAME*

3) AGE*

○ 18 – 24

- ☐ 25 – 34
- ☐ 35 – 44
- ☐ 45 – 54
- ☐ 55 Above

4) GENDER*

- ☐ Male
- ☐ Female
- ☐ Other
- ☐ Prefer to not say

5) EDUCATION LEVEL*

- ☐ 10th / SSLC
- ☐ 12th / PUC
- ☐ Bachelor's degree
- ☐ Master's degree
- ☐ PhD

6) EMPLOYMENT*

- ☐ Students
- ☐ Unemployed
- ☐ Employed
- ☐ Self- Employed
- ☐ Retired

7) TYPE OF ORGANIZATION*

- ☐ Non-Profit Organizations
- ☐ Public Sector Organizations
- ☐ Private Sector Organizations
- ☐ Small and Medium-sized Enterprises
- ☐ Multinational Corporations
- ☐ Startups

8) ANNUAL INCOME*

- ☐ Less than 3,00,000
- ☐ 3,00,000 – 7,00,000

- 8,00,000 – 11,00,000
- More than 12,00,000

❖ CONFLICT RESOLUTION

- 9) My HR follows a formal written disciplinary procedure involving progressively higher levels of management in resolving disputes*

STRONGLY DISAGREE

- 1
- 2
- 3
- 4
- 5

STRONGLY AGREE

- 10) My HR follows a formal written grievance procedure, involving progressively higher levels of management in resolving disputes*

STRONGLY DISAGREE

- 1
- 2
- 3
- 4
- 5

STRONGLY AGREE

- 11) My HR follows the Intensive formal communication regarding impending change with groups of employees with a view to avoiding disharmony or conflict*

STRONGLY DISAGREE

- 1
- 2
- 3
- 4

☐ 5

STRONGLY AGREE

12) My HR use the problem-solving and related techniques to solve problems or resolve disputes*

STRONGLY DISAGREE

☐ 1

☐ 2

☐ 3

☐ 4

☐ 5

STRONGLY AGREE

13) My HR use the personal development plan*

STRONGLY DISAGREE

☐ 1

☐ 2

☐ 3

☐ 4

☐ 5

STRONGLY AGREE

14) According to you which of the following are being followed in your organization? (Select all that are applicable)

*

- ☐ My HR use the formalized open-door policy
- ☐ My HR use the employee 'hotline' or email-based 'speak-up' service
- ☐ My HR use the HR manager(s) as employee advocate(s)
- ☐ My HR use the review panels comprised of managers or employees' peers
- ☐ My HR use the company ombudsperson
- ☐ My HR use the formal interest-based ('win-win') bargaining techniques to resolve disputes

❖ EMPLOYEE MOTIVATION

15) Which of the following do you strongly resonate with (Select all that are applicable) *

- I feel a sense of personal satisfaction when I do this job well.
- My opinion of myself goes down when I do the job badly.
- I take pride in doing my job as best as I can.
- I feel unhappy when my work is not up to my usual standard.
- I like to look back at a day's work with a sense of a job well done.
- I try to think of ways of doing my job effectively

❖ EMPLOYEE PERFORMANCE

16) Which of the following do you strongly resonate with (Select all that are applicable) *

- My performance is better than that of my colleagues with similar qualifications.
- I am satisfied with my performance because it's mostly good.
- My performance is better than that of employees with similar qualifications.