



# ETHICS, VALUES, TRUST AND CONFLICT RESOLUTIONS IN HUMAN RESOURCE MANAGEMENT

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## Abstract:

*This paper explores how human resource management can build and maintain their strong relationship by following ethics in decision-making, how it can build deeply, blindly trust between group of people in an organization. Its attempt to provide different types of conflicts resolutions skills. Ethics and values make to trust each other that's how it helps in human resource management. For instance, this paper explores importance and roles of ethics, values trust and conflict resolution to promote social responsibility. If HR ethics, and code of conduct applied in business operations it will help to take largest advantages by improving attract quality talent, good reputations, total quality HR management, recognition, employee well-being. Ahead, this paper explores the role of HR in conflict resolutions at the workplace which has been created by discrimination, biasness, low, high performance, ethical behavior by employees. This paper highlights various type of roles /responsibilities get followed by HR in business strategy to overcome the conflicts in management by analyzing various research papers and provides various skills through which HRM can handle organizational grievances. This study tried to indicates The Role of Artificial Intelligence (AI) in conflicts solving, Ethical Decision-Making in HRM and Building Trust in the Workplace. Actually Ethics, values trust and conflict all these concepts are interrelated to each other depends upon each other in an organization. May be there are various reasons to call interconnected: conflicts arises when people are working together because just like opposite viewpoints, disagreements, tensions, different viewpoints. Ethics playing a crucial role in organization for organizational people. organizational group can build a strong relationship within them by being smoothly connect to each other. These aspects are just effective, efficient and creates positive work environment to promote organizational achievement. In HRM fairness and justice, transparency, confidentiality ensure free from biases and discrimination of employees as well as maintain and protect data privacy. Employees engagement, and trust can create healthy environment, it helps to solve conflict between employees, employers and group of people in Human resources organization in management.*

**Keywords:** *Ethics in HRM, roles of values and trust, Role of HR in conflict resolutions.*

## 1.1 Introduction

The whole paper is related to ethics value and trust in HRM. These three words are totally interconnected to each other because of all the ethical decision-making is playing an essential role in conflict solving method. Organizational value, building trust, open communication, creates positive, healthy and productive work place, overall, implementing conflict resolution strategies in a company organization. HR conflict resolution is essential to handle a satisfied work environment in which workers should feel heard, respected, and supported. Efficient redressal handling not only immediate difficulties, but also promote long-term collaboration and trust among organizational members. Conflicts resolution in human resource management indicates the methods and process used to solve the conflicts in an organization. Arguments, misconceptions, miscommunications these can be the reasons to create conflicts at workplace but conflicts resolution strategies address to resolve the arguments. At workplace conflicts arises between team members, employees and manager, workers etc. due to different point of views. but human resource playing crucial role conflicts resolution by encouraging open communication, mediating disputes, and implementing policies that promote fairness and collaboration. Handling conflicts competently not only fixes immediate problems but also builds connections, raises employee happiness, and boosts corporate productivity as a whole.

## 1.2 Importance of Ethics in Human Resource Management

Colin Gordon(24.02.2025), Author have written about importance, roles and effective of ethics, this paper states that in any type of business there should be a healthy environment surrounding by calm workplace, that will be possible because of ethics. Then they can be built, improve trust and relations in an organization at workplace. By being respectful to each other can communicate good will do perform ethically to encouraging accountability. While considering the roles of ethics writer states about rules and regulations those should follow by management. For instance, Obey the employment law through which you able to engage in fair employment practices due to fair employment practices. There are other rules also playing essential role in HRM such as, protecting your employees brand/reputation, promotes employee retention, better decision-making.

## 1.3 Ethics in Human Resource Management: A Conceptual and Theoretical Analysis

Dr. Goyal Akhil (Dec 2022) implementing ethical practices in HRM. it converts into great organization with basic principles such as respect for individual dignity, equal opportunity, employee development and growth, safety and well-being, transparency and open communication, confidentiality and privacy, fair compensation and benefits. In this paper covered some ethical practices of HRM such as, code of ethics, ethics training, ethics committees or ombudspersons, whistleblower mechanism, ethical audits, stakeholder engagement. through which organization can adopt great ethical environment. Onwards, writer does the study by using secondary data survey, experiment, observation of participants and analyses the age, occupation analysis, in different sectors like, business, corporate employee, working professional and other. And found there many corporates those using AI in HRM process. AI ideas using in the human- resource related process. Found the big number of employees those are agree with AI will be the great progress creator in human resource in near future. AI software's such as third-party software, in-house software omnidocs, ezieka, etc. all this AI software used by businesses in human resource management. (Goyal, 2022)

## 1.4 The role of HR in conflict Resolutions at the Workplace

Shruti Bharadwaj (2025) The study examined the data by using primary data collection method online survey (google forms). Secondary data collection (google, Microsoft, Coca-Cola). Data collected by 94 participants by raising issues and problems, causes, related to conflicts, types of conflicts. Qualitative and quantitative Data analysis techniques used while analyzing the data by an author. Author raised questions regarding conflicts such as, frequency of the workplace, confidence level among respondents, departments experiencing the most workplace conflict, organizational priority towards conflicts resolutions, HR role in conflict resolutions, employee satisfaction with conflict resolution process. Through this case study understood one think about organization, that is how modern organizational workplaces address disputes and tension. The findings find out an importance of proactive leadership, trained HR culture and professionals' mindset that values emotional intelligence, dialogue, and fairness. (shruti Bharadwaj, 2025)

### 1.5.1 Under the following are role of HR in Conflicts Resolution

1. **Identifying conflicts early:** - In every professional organization HR manager should predict the conflict situations so that it can do control the situations and awareness can find out the solutions on conflicts.
2. **Acting as a neutral mediator:** - HR acts as an unbiased mediator in disputes, promoting fair and open communication between warring employees or teams.
3. **Establishing clear policies:** - HR develops and promotes conflict resolution rules and processes, offering an organized method to resolving workplace disagreements.
4. **Facilitating communication:** - Due to lack of communication and miscommunications most of the chances are there to arise conflicts. So, it is the major responsibilities of HR to create training programs related to active listening through which will gain skills in active listening it will be effective to solving disputes and maintaining trust.
5. **Providing training:** - HR provides managers and employees with training programs in successful conflict resolution approaches such as active listening and collaborative problem solving.
6. **Ensure fairness and equity:** - HR ensures that issues are dealt objectively, establishing trust in the settlement process and encouraging inclusivity.
7. **Promoting organizational values:** - HR should take initiatives to follow ethics and values so that it will help to address conflicts in such a way with organizational principles and ethics. Organizational goals can support to business objectives.
8. **Documenting resolutions:** - HR maintains records of dispute resolution processes, such as agreements and follow-up activities, to guarantee accountability and transparency.
9. **Addressing root cause:** - HR investigates the root reasons of conflicts, such as policy gaps or miscommunications, and implements solutions to avoid recurrence.
10. **Monitoring and following up:** - HR ensures that resolutions are efficiently implemented by following up with all parties involved and resolving any outstanding concerns. After All the activities implementing HR should check the effects of it on organizational performance and should have taken follow up for successful results.

## 1.6 Conflict Resolution in Team: Analyzing the Cause Conflicts and Best Skills for Resolution

Tawfig Khidir. T, Adham. I (2023) This article identifies what type of conflicts arises in an organization and what are the best skills there to solve the problems, resolution of conflicts. This study revealed all these conflicts and their reasons under the following:

- Task conflicts
- Relationship conflicts
- Process conflicts
- Status conflicts

As per the source, literature this study found the various types of skills those helps to prevent conflict on workplace. There can be biggest effect on conflict resolution because of all these conflict's resolution strategies:

- a) Cultural Intelligence and Emotional Intelligence skills
- b) Collaborative Environment Skills
- c) Feedback Intervention Skills
- d) Communication and relationship skills
- e) Leadership Skills
- f) Trust development skills
- g) Managerial skills
- h) Other conflicts resolution skills

By promoting teamwork and team interacting can contribute to team performance, employee satisfaction, and overall organizational success. Based on the conclusion of this study conflicts resolution skills are provided by which shall be effect on solve the problems within organization these effects are: Training and development programs, leadership development, cultivating a positive team climate, tailoring approaches, Achieving desired approaches. (Tawfig Khidir Ibnouf Adham, 2023)

## 1.7 Role of Artificial Intelligence in conflicts solving, Ethical Decision-Making in HRM and Building Trust in the Workplace

### 1.7.1. AI in conflicts

AI Matters to be in decision- making because AI System can make decisions faster than humans. Under are the key ethical concerns with AI in the workplace.

- Trust and accountability- Build employees trust to feel them concern and comfortable, providing training on how AI works. AI can build trust, improve efficiency, innovation, fairness by providing training and ethical guidelines at workplace for making trustable workplace.
- Prioritize Transparency – AI Provides clear and straightforward suggestions but employees should be aware how AI gave an opportunities and challenges or appeal decisions.
- Privacy and data Security– AI tool is such as tool which can keep employee's data safe through encryption and restricted access.
- Bias and Discrimination-To increase fairness, regularly check AI systems for biased results and modify models. To identify any blind spots, encourage a diverse team of workers to examine AI recommendations.

### 1.7.2. AI in HRM

The role of AI in ethical decision-making in human-resource management and it embarked on a revolutionary journey into recruitment process in 2019. The company's HR team used an AI-driven system to sort through resumes in response to a huge surge of job applications, which resulted in a 75% reduction in the amount of time spent on initial screenings. Because managers were empowered to proactively handle concerns before they escalated, IBM reported a 30% improvement in retention of workers rates complying with the implementation of an AI solution.

### Role of AI in Ethical Decision- Making in Human Resource Management

- Balancing Innovation and Technologies with Ethical Responsibility in HR
- Employee Relations and Conflicts Resolutions in AI Future
- Addressing Bias and Fairness: AI in Decision-Making within HR
- AI's Impact on Employee Evaluation and performance Metrics
- Increases process of Recruitment through AI-driven Ethical frameworks
- The Intersection of AI and Ethics in Human Resource Management
- Understanding Artificial Intelligence: A Primer for HR Professionals

### 1.7.3. AI System in Trust

AI is most important in trust. AI shows clarity, transparency, privacy in data securing. Grievance handling process is depended upon trust in an organization. AI allow to investigate the truth by keeping safe real data and increases employee's satisfaction. All in all, it can be agreed that AI has great promises for an extensive makeover of HR practices for example in the practice of conflict solving and grievances. Trust and ethical analysis of implementing AI

in organizations will enable organizations to optimize the achievement of the intended, efficient, and satisfactory working environment for organizational effectiveness. (Iftikhar. K.M, Fouzia Imtiaz, Farangis Azim, Abbas Sudhair, 2025). To become a trustable, responsible ethical organization, an organization must be demonstrated by using AI that means, such actions as offering training on how AI works, fostering open debate about its use, and ensuring staff members feel free to raise concerns. AI can boost productivity and foster innovation—but only when it is used in a fair, transparent, and accountable manner. Organizations can build a more equal and trusting workplace by including ethical norms into their AI practices.

### 1.8 Historical background of Conflicts Resolution in HR

An organizational setting has been developed essentially over a time by concept of conflict management. Workplace conflict was often seen as a disorder that needed to be eradicated in the early 20th century. Traditional management theorists like Frederick Taylor and Henri Fayol placed a strong emphasis on hierarchical control, believing that with clear rules and a command structure, conflict would vanish. The Human Relations Movement of the 1930s, led by Elton Mayo and the Hawthorne Studies, acknowledged the significant role of employee emotions, interactions between individuals, and informal group dynamics in determining organizational outcomes. In the 1960s and 1970s, Blake and Mouton proposed that conflict can drive innovation and organizational adaptation. Conflict resolution is no longer an afterthought in contemporary human resource practices. Companies now prioritize grievance redressal, mediation training, and organizational development programs to foster psychological safety and trust. In addition to enforcing compliance, HR departments are viewed as culture designers and mediators who promote cooperation and proactively handle conflicts inside the company.

### 1.9 Conclusion

This study purpose is to indicate an essential role of AI in human resource management (HRM). In this modern generation there are infinite benefits available, which already has shown in this study. AI has become one of the best tools in every sector that should be just learn how to run the technology by human. The study found that it is always better to move away from people-oriented sources by using AI tools in HRM comparing with people-created things. Overall, it could be acknowledged that AI has enormous promise for an important improvement of HR procedures, such as dispute resolution and grievance management. Trust and ethical examination of applying AI in enterprises will help organizations to maximize the attainment of the targeted, efficient, and acceptable working environment for organizational effectiveness. (Iftikhar. K.M, Fouzia Imtiaz, Farangis Azim, Abbas Sudhair, 2025). This paper explores how human resource management can build and maintain their strong relationship by following ethics in decision-making, how it can build deeply, blindly trust between a group of people in an organization. Its attempt to provide different types of conflict resolution skills. Ethics and values make to trust each other that's how it helps in human resource management. For instance, this paper explores importance and roles of ethics, values, trust, and conflict resolutions to promote social responsibility. AI tools significantly improved in HRM when people, workers, and HR professionals have confidence in their ethical activities, equity, and in accuracy. Other objectives of this study are to analyze and show the ethics, values are connected to each other in HRM. As well as there are various tools and techniques that affect organization in an ethical way. For instance, analysis the effects of AI in conflict resolution, analysis user perceptions and acceptance, evaluation communication strategies utilized by AI and identify ethical considerations and challenges. (sarita manjari priusti, manas ranjan pradhan, 2024)

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