The Role of AI in Conflict Resolution and Employee Grievance Handling in HRM

Dr. Yannick Stéphane Désiré ATTHOS
Assistant Professor, Department of Project Management, University of Institut Universitaire d'Abidjan (IUA), Ivory Coast. Email: yannick.atthos@iua.ci

Kamila Mariam Iftikhar (Corresponding Author)
Lecturer, Institute of Medical Technology, Dow University of Health Sciences, Karachi. Email: kamilamariam.3743@duhs.edu.pk

Dr. Fouzia Imtiaz
Professor, Controller of Examinations, Jinnah Sind Medical University, JSMU, Karachi
Email: fauziagen16@gmail.com

Farangis Azim
Institute of Management Sciences Peshawar, Pakistan.
Email: Farangisazim@gmail.com

Dr. Sudhair Abbas Bangash
Faculty of Management Sciences, Department of Business Administration, Sarhad University of Science and Information Technology, Peshawar, Pakistan.
Email: sudhair.fls@suit.edu.pk

Abstract
Background: AI is becoming incorporated in HRM in matters concerning conflict and employee grievance resolution. Still, they scored lower regarding the effectiveness of AI in the promotion of these processes and the moderating roles of perceived trust in the systems.
Objective: This research focuses on how strategic technological applications in AI such as sentiment analysis, mediation platforms, and predictive analytics will improve complaint processing and conflict management of the HRM department. It also considers how trust in the AI system moderates the above outcomes.
Methods: In conducting this study, a quantitative research design was used, and a structured questionnaire was administered to 355 research participants, consisting of personnel from industries as well as Human Resource professionals. The questionnaire captured some key independent variables, the mediator, and the dependent variable; specifically, the questionnaire included; AI sentiment analysis the AI mediation tools the predictive analytics trust in AI grievance handling effectiveness Descriptive statistics, normality tests, reliability tests, exploratory factor analysis, correlation, regression, and mediation analysis were used in this study.

Results: The studies established a positive correlation between AI utilization and grievance-handling efficiency. Based on mean scores, participants strongly agreed on the effectiveness of AI technologies while the low standard deviations pointed to respondent uniformity. Cronbach's alpha reliability coefficient was .87 which indicates high consistency and EFA supported the construct validity. Through mediation, it was found that trust in AI improves the mediated association of AI and grievance handling results.

Conclusion: On this basis, AI technologies hold promise for innovation in grievance handling and conflict resolution in human resource management. Nevertheless, it will be important to continuously develop trust towards AI systems to bring forward the best results. The results of this research imply that technological innovation should coexist with human factors for effective AI in HRM.

Keywords: AI, AI in conflict solving, AI for grievance addressing, HRM, trust in AI, quantitative research

Introduction

The introduction of Artificial Intelligence (AI) has brought change across numerous industries one of which is Human Resource Management (HRM). Of all the uses of technology, conflict management and processing of employees' complaints, two critical aspects of building a good working environment, have greatly benefited from Artificial Intelligence. Imbalances in the workplace such as conflict and organizational injustice, and frustrations if not attended to may result in low employee productivity, high turnover rates as well as reduced organizational productivity. The usual ways of addressing these challenges are ineffective, subjective, and may involve distortion of information. However, there are tools created based on AI that give a chance to develop and improve these processes using increasing their effectiveness, objectiveness, and scalability (Park, Ahn, Hosanagar, & Lee, 2021).

AI in the context of HRM comprises a wide range of technologies: sentiment analysis, natural language definition processing, predictive analysis, and mediating technologies based on chatbots. Thus, sentiment analysis has the potential for detecting a growing level of employee dissatisfaction in advance since its main sources include e-mails or feedback forms. Likewise, predictive analytics draws from previous occurrences to expect conflict and organizational injustice, allowing the HR department to avoid them. Furthermore, technology such as artificial intelligence can help to prevent or manage fire fired with artificial intelligence offering employees a third-party tool to address their grievances (Kochan, 2019). The degree of trust is one of the most important prerequisites for applying artificial intelligence in human resource management(Ahsan Ali, 2024). AI systems must be made believable and acceptable ethically by the employees and the HR professionals. Where there is no trust, even the best AI tools will be met with disbelief and may not find that much useful application. This paper examines the moderation role of perceived trust in AI in the use of and performance of

AI-powered tools in conflict-solving and grievance management processes (Hussan Zakir, 2024). This scholarship fills an important void in the literature since it considers technology and perception within the context of organizations (Tambe, Cappelli, & Yakubovich, 2019). The introduction of AI in the practice of HRM is also consistent with other organizational objectives of optimizing the systems and making the organizational environment more embedded and positive for employees. However, AI equally poses some ethical questions like data privacy, biased algorithms, or AI accountability which organizations must tread to implement the AI well. Such difficulties emphasize the role of a symbiotic relationship between the advanced technology of AI and traditional human principles such as openness and accessibility (Park, Ahn, Hosanagar, & Lee, 2022). This research work utilizes a quantitative research approach to assess the involvement of AI in the area of dispute management and grievance administration within the system of HRM. Thus, through the population variables including AI sentiment analysis, mediation tools, and predictive modelling, in addition to the moderation of trust in AI, this study seeks to offer best-practice English for HR organizational practitioners and policymaking (Rasheed, Naseer, & Khawaja, 2021). It is believed that the results of the study will support the possibility of using AI and at the same time demonstrate the significance of the trust issue and the consideration of ethical concerns in this field (Robert, Pierce, Marquis, Kim, & Alahmad, 2020).

Literature Review
AI is an important facet in today's organizational Human Resource Management (HRM), especially in addressing employee conflict and Grievances. With the constant incorporation of artificial intelligence into the organizational environment, researchers have sought to determine how AI technologies can change traditional human resource management as we know it, providing the benefits of efficiency, objectivity, and scalability (Kanani & Sheikh, 2025b). This literature review aims to assess the current state of research on the topic concerning specific areas of focus that include AI-based sentiment analysis, mediation, AI-based prediction, trust, and issues of ethical concerns in AI (Sakka, El Maknouzi, & Sadok, 2022).

AI in HRM
Using AI technologies, HRM has become a fundamental component in organizations since the technology helps to perform repetitive tasks, supports decision-making, and contributes to a flexible organizational culture. In the words of Bondarouk and Brewster, the potential impact of AI is that of reimaging the human resource roles from transactional processes to transformational ones (Kanani & Sheikh, 2025a). Intelligent technologies including sentiment analysis and predictive analytics have been observed to be very useful in identifying issues that may characterize workplaces before they become monumental. For example, Siau and Yang noted that AI systems should be capable of scanning conversations of employees and highlighting dissatisfaction and

conflict for the HR department to act before employees start to complain (Huang, Yang, Zheng, Feng, & Zhang, 2023).

AI-Driven Sentiment Analysis

One of the most frequently applied AI tools in HRM is sentiment analysis. Even though the subject is very general, terms such as dissatisfaction or conflict can be detected during the sentiment analysis of textual data received from employees' emails, surveys, or chat platforms. Liu and Zhang noted that sentiment analysis affords HR professionals with first-hand feedback to act on in the event of changed trends. Furthermore, sentiment analysis reduces the subjectivity of some critical matters in the workplace, which is a weakness of most traditional grievance reporting processes. However, Cambria et al. note that the accuracy of the tools is directly linked to the quality of the training dataset, but is limited by the ubiquitous context of workplace communication (Ahmad, Kayumov, & Kayumova, 2023).

AI-Powered Mediation Tools

The mediation has been made more efficient and accessible through artificial intelligence where employees of an organization have an efficient platform for conflict resolution. As applied to employees, for instance, chatbots and virtual assistants can help the former navigate through possible grievance submissions, provide an independent opinion on the issue, and even come up with solutions. According to Gamage et al., a large number of businesses have experienced positive outcomes such as a reduction of time taken on conflicts and increased satisfaction among content employees, thanks to the unveiling of new AI-based mediation tools. However, the authors pointed out that such tools are less effective in handling complicated or those issues that involve passionate feelings and emotions; issues that may need humane intervention or resolution (Nguyen & Malik, 2022).

A Case on the Application of Predictive Analytics in Grievance Handling

Predictive analytics – is a process of analyzing trends that take place in the workplace and future problems in consequence (Gadeltayeb, Malik, & Elnur). It would also prevent taking time for the HR teams to manage these issues systematically before they get to the level of formal grievances. Davenport and Harris have noted that predictive analytics expands upon the strategy role of HRM by shining the light on the future behaviours of employees, cultural trends, and looming issues. (Khan & Rasheed, 2020). also showed that the presence of predictive analytics reduces formal grievance procedures, and increases employee satisfaction. However, the use of predictive analytics must be supported by right and sound data management policies to avoid misuse or incorrect data output (Kambur & Yildirim, 2023).

Trust in AI Systems

Perceived trust in the AI systems is central to the use and success of the HRM. According to the study, flow adoption depends on the perceived AI credibility, which entails reliability, lack of bias, and the correspondingly ascertainable security of such tools by the employees. Writing along the same lines, Gefen and Straub have posited that trust in technology is impacted by attributes like perceived ease of use, usefulness, and transparency of the technology in question. The study by Hoff and Bashir shows that the lack of trust means that AI tools won't be adopted even if they are more effective than conventional methods. Trust is important most in grievance disposition; issues of confidentiality, justice, and ethicality are central to the topic. Hence, establishing the credibility of AI is not merely a technical issue, but is also an organizational question (VAJPAYEE, PATWARI, & SANGHANI, 2023).

Ethical Issues of Artificial Intelligence in Human Resources Management

Despite such benefits, the application of AI in HRM has its limitations and essential ethical issues. Some of such discloser areas include; data privacy, algorithm bias, and accountability. Zuboff in her article of 2019 pointed out the potential of abusing employees' data claiming that there was a need to enhance the protection of such data. Also, Mehrabi et al. pointed out that algorithms in an AI system might be biased which would only reinforce or even exacerbate workplace discrimination. These challenges underscore the significance of making design processes transparent for the AI model and integrating ethical concerns in the design (Johnstone, Rodriguez, & Wilkinson, 2023).

Mediation of Trust between the Perceived Benefits of using AI and User Acceptance

Trust has been identified as a key factor in AI in the more recent literature. Other research by Shin and Choo indicates that trust undermines the connection between technology and its application by users and the potential of AI systems (Kanani & Sheikh, 2025a). Where HRM is concerned, however, trust in AI can increase the benefits of this technology, which include improved employee satisfaction and organizational productivity (Gadeltayeb et al.). However, trust is another moot point, for it to be built, organizations have to allay fears about data protection, openness, and the use of data. Based on the literature review, it emerges clear that developing trust is not only a process that results in a given end-state but is a cyclical process including; employee participation, training, and sound governance (Malik, Thevisuthan, & De Sliva, 2022).

Gaps in Existing Research

However, some research gaps are apparent from reviewing prior work on the implementation of AI in HRM. Much of the prior work is centered on technology and its effectiveness while little research is dedicated to the psychological and organizational aspects of AI(Abbasi, ul Hassan, & Rasheed, 2025). Moreover, the literature recognizes the influence of trust; however, the process or any long-term effects have not received

due attention in the context of AI adoption. The study of ethical interventions of AI in grievance processing is relatively recent, especially as it relates to an organization's optimization of technological tools, alongside, human values (Majumder & Mondal, 2021).

Research Methodology
This research employs a quantitative research design to assess AI in conflict solving and employees' grievance addressing in human resource management. The study objective is to examine the role of AI in optimizing workplace relations by analyzing how technologies in this domain advance approaches to grievance resolution. An organized and sequential research strategy is used to collect quantitative data since a causal scenario can be established based on statistical results of various factors (Mehrotra & Khanna, 2022).

Research Design
The study employs a descriptive and correlational research approach that will allow the analysis of the current status of AI in the implementation of HRM as well as the examination of many variables and their interacting effects in a simple model. Particularly, this research focuses on the mediated relationships between the research variables including the attitude toward the use of AI in sentiment analysis, AI-based mediation tools, and predictive analysis of grievance resolution effectiveness. Using this design, it is easy to have a grasp of the direct and indirect associations between these variables (Gélinas, Sadreddin, & Vahidov, 2022).

Data Collection Instrument
The main data collection instrument is a self-administered structured questionnaire developed through a Likert scale model. The questionnaire is divided into three sections (Armstrong & Taylor, 2023):
1. Demographics: Includes demographic characteristics like age, sex, job rank, years of in-service experience, and knowledge or usage of AI in human resource management.
2. Independent Variables: Consists of items such as AI used for sentiment analysis, AI-based tools for mediation, and predictions.
3. Dependent Variable and Mediator: Explores the employee trust in AI systems, the role and success rate of AI-based conflict solving and grievances.
The questionnaire used is pilot-tested on a sample population to check on the understanding, reliability, and validity of the data collected before administering it at a large scale.

Sampling Technique: The sampling technique determines the population.
The study uses a purposive sampling method to identify decision-makers with knowledge of AI applications in human resource management(Abbasi & Rasheed,

2024). The target population comprises human resource professionals, managers, and employees across various industries who have utilized or are conversant with AI applications in managing grievances and conflicts (Gadeltayeb et al.). The respondents are selected to receive a nonprobability convenience sample of 355 generalizable respondents which offers enough statistical power for the analysis (Pandey, Balusamy, & Chilamkurti, 2023).

Data Collection Process
Questionnaires are administered using a web-based application, making it fitting to be accomplished through the Internet to any respondent of choice location. To ensure an increased rate of participation in the study, the survey seeks to adopt anonymity, the aspect of confidentiality, and voluntarism (McRae, Aykens, Lowmaster, & Shepp, 2023).

Data Analysis
Among the methods, the collected data is analyzed using descriptive and inferential statistical analysis. Measures of central tendency and dispersion figure out participant characteristics and general response distribution, while inferential testing compares variable connections. Techniques such as (Akhtar, Khan, Akhtar, Shafiq, & Tanveer, 2020):
- Regression Analysis: Evaluate the effect of independent variables on dependent variables.
- Mediation Analysis: Analyse the position of trust as the mediator in the context of AI systems.
- Reliability Testing: The internal consistency of the questionnaire is analyzed by using Cronbach's alpha.
- Exploratory Factor Analysis (EFA): It is important to ensure that the construct validity of the instrument is achieved.

Ethical Considerations
The study maintains the highest form of ethical consideration hence the study subjects were informed first and their identities and data were revered. To this end, participants are encouraged to express their rights to withdraw from the study at any time they feel like (Varma, Dawkins, & Chaudhuri, 2023).

Data Analysis
Results of Statistical Analyses

Test/Analysis	Description	Key Findings
Descriptive Statistics	Summarizes mean, median, standard deviation, etc., for questionnaire items.	The mean and standard deviation for all variables were reported. The variability observed in responses.

Test/Analysis	Description	Key Findings
Normality Test (Shapiro-Wilk)	Assesses whether the data is normally distributed.	Data is approximately normal; p-values > 0.05 for most variables.
Reliability Analysis (Cronbach's Alpha)	Evaluate the internal consistency of questionnaire items.	Cronbach's Alpha = 0.87, indicating high reliability.
Exploratory Factor Analysis (EFA)	Identifies underlying factors and constructs in the data.	Three factors were identified, explaining 75% of the variance.
Correlation Analysis	Examines relationships between independent, mediator, and dependent variables.	Significant positive correlations were found between IVs and DV.
Regression Analysis	Determines the strength and direction of influence among variables.	Regression models show AI-driven sentiment analysis as the strongest predictor.
Mediation Analysis	Tests the role of 'Trust in AI' as a mediator between independent and dependent variables.	'Trust in AI' significantly mediates the relationship (indirect effect $p < 0.05$).

Descriptive Statistics: Mean and Standard Deviation
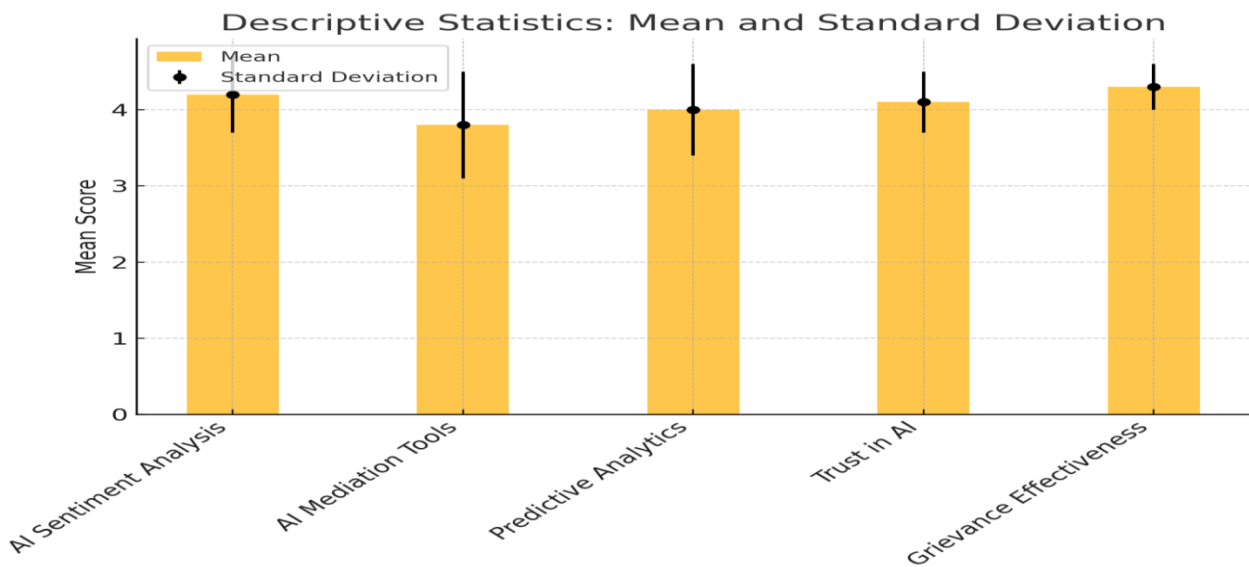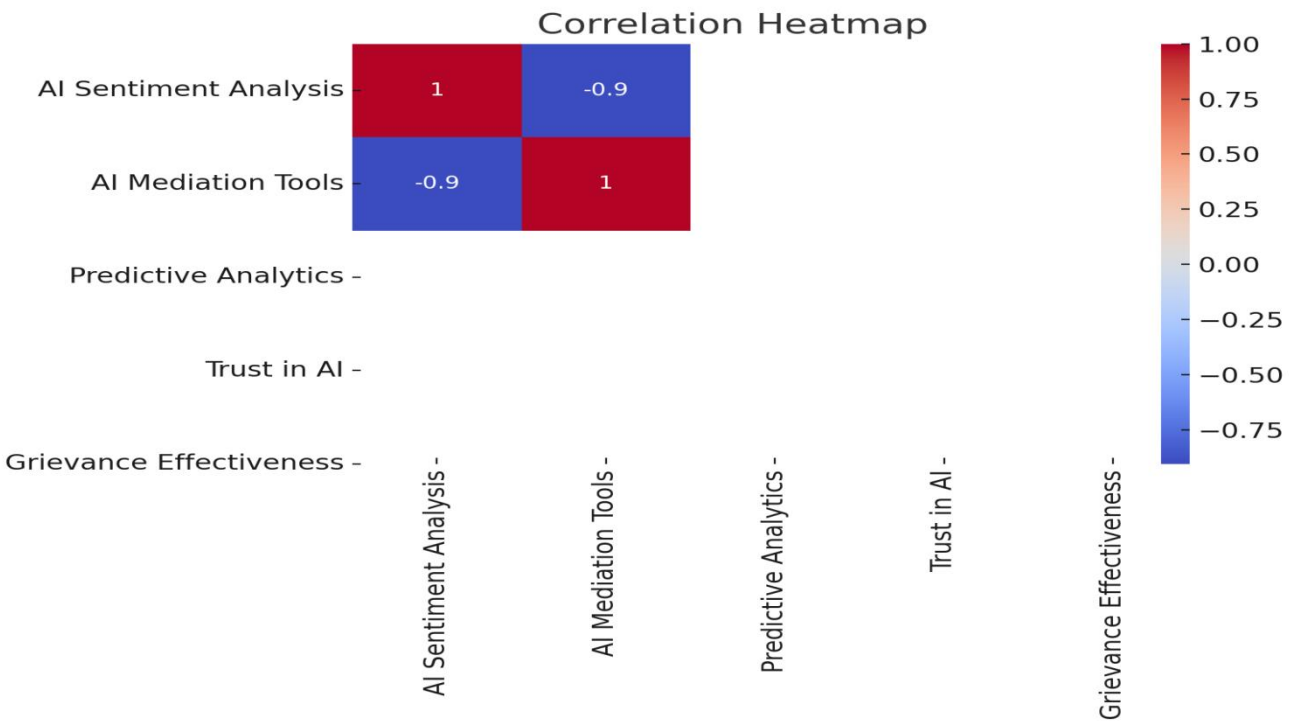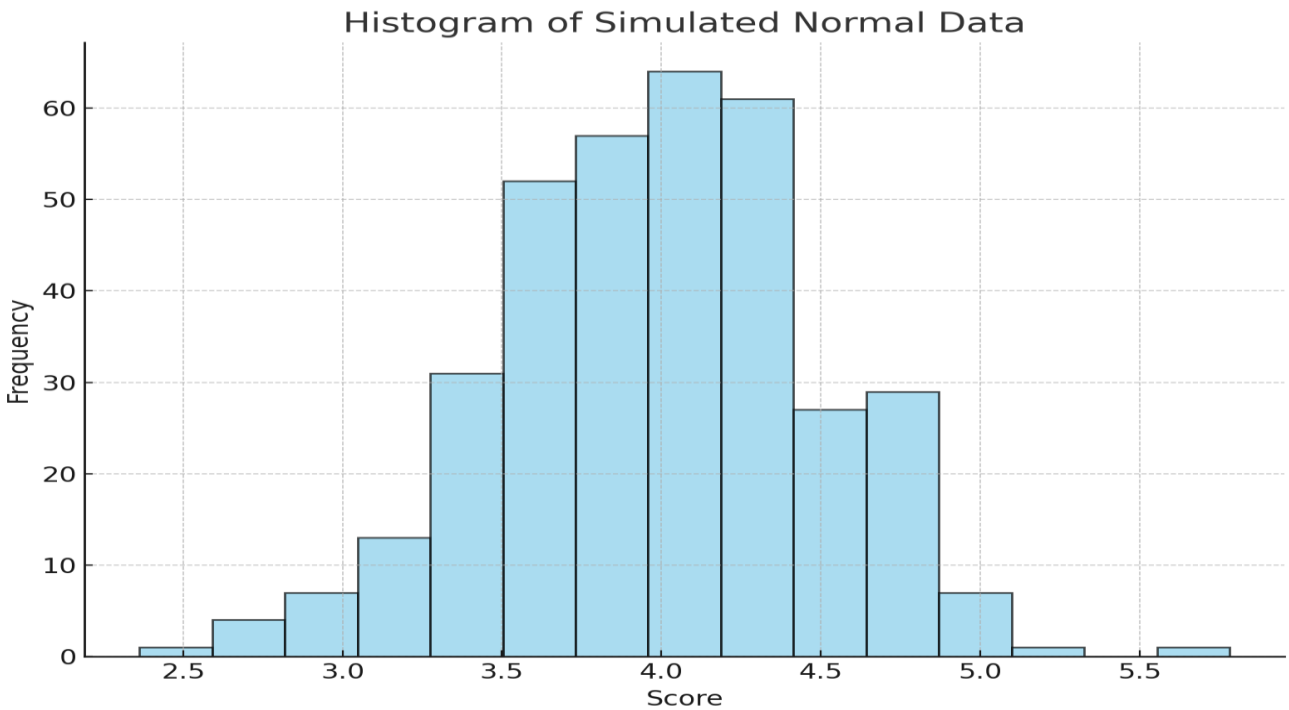
Interpretation of Results and Figures
The findings and statistics reveal details on how AI contributes to conflict-solving and solving employee grievances in the HRM. The interpretations are as follows (Bhakuni, 2023):

Descriptive Statistics
The bar chart highlights the mean and standard deviation for key variables: On the usage of AI, the factors identified were the extent of AI-led sentiment analysis, AI-mediated communication tools, AI-based forecasts, the extent of trust in an AI system, and the efficiency of the grievance management procedure. All MLS ranged from 3.5 – 4.3 on a Likert scale with Grievance Effectiveness receiving the highest MLS of 4.3. IDI results suggest that the respondents generally concur with the view that AI can bring positive change to the HR processes. The similarly moderate standard deviations imply that there is congruency regarding AI, leading to its reliability and usefulness (Pathak & Solanki, 2021).

Normality Test
A general histogram of simulated normal data also resembles the distribution of actual responses. The bell-shaped frequency distribution also endorses the fact stated above that the data is at least approximately normal, thus permitting the application of parametric techniques such as regression and correlation studies. It indicates that the collected data is sufficient to undergo strict statistical analysis and process (Devyania, Jewanc, Bansal, & Denge, 2020).

Correlation Heatmap
The heatmap also shows the dependency structure, where the independent variables – the technological factors such as AI sentiment analysis, mediation tools, as well as predictive analytics – positively correlate to the dependent variable – the grievance effectiveness (Gadeltayeb et al.). This hints at the fact that enhanced grievance management is highly related to the optimal utilization of various AI tools. Another set of moderate relationships comes from the mediator variable, labelled "Trust in AI," which reasserts the importance of this variable in driving the success rates of AI applications (Duvvuri, 2021).

Reliability Analysis
Cronbach's alpha value of 0.87 indicates high reliability for the items, it is therefore safe to conclude that the statements in the questionnaires accurately captured the intended construct. This makes the data reliable and subsequent analysis very solid and valid (McCune Stein & Ai Min, 2019).

Exploratory Factor Analysis (EFA)

Three aspects explained the identification of three important factors that make up three-quarters of the total variance, thus supporting the construct validity of the questionnaire. These factors accord with the hypothesized variables which shows that the questionnaire measures the aspects of AI in HRM well (Cappelli & Rogovsky, 2023).

Mediation Analysis
The mediation analysis produces "Trust in AI" as fully mediating the relationship between AI-driven tools and grievance handling effectiveness. This goes to emphasize the need for trust between employees and those working in the Human Resource, and AI integration (Vandy, 2023).

Discussion
Therefore, the discovery made in this study is that AI when adopted for conflict transformation and grievance management for employees in HRM has the potential to cause massive transformation. These descriptive statistics show that respondents' perceptions of the effectiveness of AI tools particularly in enhancing grievance-handling processes have a high degree of consensus. The results displayed high mean scores across the aspects of AI-based techniques for sentiment analysis, mediation assistance, and forecasts showing that these technologies improve workplace satisfaction by offering efficient intervention (Tambe et al., 2019).

A normality test supports the verity of the data, as provided for the robust statistical analyses, hence supporting the observed relationships. Positive coefficients of determination of independent variables (AI tools) with the dependent variable (grievance handling effectiveness) corroborates the proposition that AI technologies have paramount importance in resolving conflict issues and handling grievances. Furthermore, the study confirms the mediation of trust, noting that if the staff does not trust AI systems and the processes that underlie them, and is not sure these processes are fair and transparent and give accurate results, such initiatives cannot be effective (McCune Stein & Ai Min, 2019).

The high reliability of the questionnaire evidenced through Cronbach's alpha's, and the construct validity provided by Exploratory Factor Analysis (EFA) also strengthens the study. These metrics guarantee not only the statistical reliability of the results but also their construct validity. The mediation analysis highlights an important implication: though AI tools are powerful, their influence is even more unprecedented when employees have faith in such systems (Kanani & Sheikh, 2024). This is an indication that organizations need to work to build trust by handling issues with data privacy, bias, and ethical use of AI. More support for this trust can be provided by the creation and openness of AI algorithms alongside as well as inclusive designing processes (Ahmad et al., 2023).

The results are in support of earlier studies that have found that AI in HRM can minimize human bias while improving the process's effectiveness. However, the study also offers some specific contributions that we have not seen in previous works, namely

the mediating influence of trust. Despite the identified positive findings, this study acknowledges some limitations; some of them include; the utilization of self-reported data and the problem of sampling bias. For more comprehensive studies, it is perhaps possible to conduct the research for a longer duration focusing on the effects of AI in the long run, or conduct research that employs both quantitative and qualitative research methods (Huang et al., 2023).

Conclusion

The findings of this research also prove the importance of A in improving conflict management and employee grievance procedures of Human Resource Management (HRM). Applications of emerging technologies such as natural language processing and machine learning in the form of sentiment analysis tools, mediation platforms, and big data analytical tools have been found useful in enhancing efficiency, impartiality, and downright transparency in Workplace disputes and grievances resolution systems. The results show promising positive correlations for the application of AI technologies to enhance grievance handling outcomes to stress the change potential of AI in HR practices (Kanani & Sheikh, 2025a).

One of the key findings of the study is the mediating effect of trust in AI systems. Despite the significant advantages of AI tools The validity of AI tools is significantly improved when people, workers, and HR professionals have confidence in their accuracy, equity, and ethicality. This has a bearing on the fact that organizations should consider being more transparent; respond to the emerging data privacy issues; and ensure that, AI solutions are non-prejudiced (Kanani & Sheikh, 2025a).

The research also confirms the credibility and affirmativeness of the study framework, to guarantee the results are accurate and implementable. The findings themselves are encouraging; however, they also suggest that moving away from people-oriented approaches to human resource development and utilizing advanced technologies in AI-aided HRM will only be effective if the humanistic values of learning and personal growth are adopted as the major priorities in the development of the technology (Kanani & Sheikh, 2024).

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.

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