

A Proactive Approach: The Role Of Human Resources In Conflict Resolution And It's Impact On Employee Retention Among Employees In Parañaque City: A Study Based On Social Exchange Theory Of George Homans

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Abstract- This research analyzes the role of human resources in proactive conflict resolution and its impact on employee retention in Paranaque City. The study aimed to assess proactive conflict resolution policies and practices of human resources in terms of handling and managing conflicts, and keeping healthy workplace relationships, as well as determining the impact on employee retention.

The study is qualitative research and the study used George Homans' Social Exchange Theory. The data were gathered from 100 employees from different organizations in Paranaque through a survey questionnaire form. Frequency, percentage, and weighted mean were used to examine the collected data.

Based on the data obtained, respondents perceived human resources as good at solving conflicts before they become big problems. Communication was the thing that people liked the most, followed by how they managed workplace relationships, which helped people talk to each other, managed conflicts, and listened to them. The study also showed that when human resources does a job, employees are more likely to stay with the company. Employees think that if conflicts are solved fairly, people communicate openly, and the workplace is supportive, they will want to stay with the company and be motivated.

Overall, the study concluded that proactive conflict resolution practices of human resources contribute significantly to employee satisfaction and commitment, workplace harmony, and employee retention and help to reduce turnover. Therefore, human resources and organizations are encouraged to strengthen their conflict resolution policies and strategies, communication practices, and employee engagement programs to maintain a healthy workplace.

Keywords: Human Resources (HR), Proactive Conflict Resolution, Employee Retention, Workplace Conflict, Conflict Management, Mediation, Job Satisfaction, Employee Turnover, Employee Satisfaction

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INTRODUCTION

The study by Ismaila Yusuf and Ayobami Paul Abolade looks at how different ways of handling conflicts like integrating, accommodating and avoiding affect employee retention. They use a method called analysis and tools like the Thomas-Kilmann Conflict Mode Instrument to understand this.

Our study, A Proactive Approach: The Role of Human Resources in Proactive Conflict Resolution and Its Impact on Employee Retention is different. We focus on what Human Resources can do to prevent conflicts from happening in the place. The earlier study is like looking at what happened before. It tries to find out which conflict styles help keep employees. Our study is about looking forward. We want to find ways to prevent conflicts and make employees happier which will help keep them. This way our study adds a perspective to what is already known. We are not just analyzing what happened before; we are suggesting ways to make things better. Our approach is more practical and focused on what HR can do to help. We believe that by having the right HR policies and practices, in place organizations can keep their employees happier and longer. This is what our study aims to show.

Organizations often have problems, at work. These problems can hurt how employees feel how work they get done and how well the organization does overall if not dealt with quickly. Many companies try to fix these problems only when they get big. They do not try to stop them from happening in the place. This way of dealing with problems after they get big can make employees unhappy. It can also make them not want to work as Employees might feel stress. In the end more employees might decide to leave the company. Workplace conflicts can really affect employee morale. Companies should address conflicts early. They should not wait for conflicts to get out of hand. By doing they can keep employees happy and engaged. This can help improve organizational performance. Employee retention rates can also increase. Organizations that address conflicts early tend to do, They have employees and better performance.

This research is important because it helps organizations understand how Human Resources can stop problems at work before they get bad. Human Resources can really help when they do things before problems start. If people in a company talk to each other and work together they get along better. When problems are fixed early people at work do not get as stressed or upset. This makes the workplace a happier place where people feel good about coming to work. Human Resources can make a difference when they help people get along and work together nicely. This is good for the company and, for the people who work there. The study is really important because it helps make employees happy and want to stay with the company. When employees feel like the company is listening to them and solving their problems in a way they are more likely to stay. This means the company does not have to spend a lot of time and money finding and training employees. The study can really help the people in charge of employees and the managers make plans to solve problems and help the company do well for a long time. The study is important for employee satisfaction and retention employee satisfaction and retention is a part of what the study is, about.

Parañaque City is known for its trades of salts, fishes, shoes and rice to the Asian traders. They trade goods to other Asian countries such as Japanese, Chinese, Indians and Malays even before the Philippines were conquered by the Spaniards. The origin of the name Parañaque got from the legend that long ago, in the mouth of a river, there was a balet tree that looks like a majestic ship. It got its name Palanyag which means point of navigation from the term "palayag". Another version was, the natives living close to Manila Bay whose main livelihood is fishing or paglalayag. The eastern part where Muntinglupa was located, they were rice farmers who met the fishermen and then they had a fest and got drunk from drinking too much tuba. The fishermen stated that they should name it Palalayag due to their livelihood, while the farmers initiated that they should call it Palayan for good will. They come up with an idea of combining the two words which soon came to be "Palanyag", the old name of Parañaque.

The main goal of this research is to see how Human Resources can help stop conflicts at work from getting out of hand. Human Resources needs to be proactive. Find ways to prevent and manage conflicts before they get serious. This study wants to look at how solving conflicts can make people at work communicate better work together as a team and get along with each other. Human Resources is very important, in making sure the workplace is a place for people to work. This research also wants to find out if stopping conflicts early can help keep employees happy and make them want to stay at their jobs. If Human Resources can prevent conflicts and solve problems early then employees will be more satisfied and less likely to leave their jobs. The results of this study can help companies come up with plans to support their employees and keep a stable and productive workplace.

BACKGROUND OF THE STUDY

Conflict is the disagreement or difference of opinions between or among individuals that can be potentially harmful to any organization due to the result of opposing thoughts, actions, and ideas. In the workplace, it often involves personal agendas, insights, or goals rather than those of the group or team. Workplace conflict is an inevitable part of organizational life, arising from differences in opinions, communication breakdowns, or competing interests (Gabrielova & Buchko, 2021). Conflict in a workplace is a natural part of any organization, and as they become more diverse and dynamic, the likelihood of interpersonal and group conflicts also increases.

Although conflict is often perceived negatively, it can also serve as an opportunity for growth because there's improvement and innovation if the conflict that may occur is managed properly. However, when it comes to workplace conflicts, if the conflicts are left unresolved or handled poorly, they can lead to decreased productivity, low employee morale, and worse, they can increase turnover rates that have a big impact on the company.

A study from Bachri, A. et al. (2024) say conflict management is an important process in any organization that aims to address differences of opinion or interests that may arise among individuals or groups. One strategy what has been proven effectively in conflict management is the collaborative approach, in which the parties involved work together to reach a solution that satisfies all parties. Collaborating in conflict resolution can improve employee satisfaction and overall organizational performance, according to Rahim (2002). Conflict management strategies can improve team performance. Differences in members' opinions, interests, or ways of working can lead to conflict. Those who are good at handling conflict can deal with conflict calmly, wisely, and productively, which enables them to reduce the negative impact of conflict on team relationships and performance. Thus, they can build a harmonious and productive work environment.

In the article of Van S. (2024) Some conflicts can lead to positive outcomes, but unresolved conflicts often result in decreasing morale, productivity, and employee retention. That is why the role of human resources in conflict resolution is critical because one of their tasks is to ensure that conflicts are managed constructively and align with the goals and employee well-being. Also, the effectiveness of conflict resolution is based on the strategies and tools that the human resources created and implemented. HR should develop and enforce policies that outline the steps for resolving conflicts, ensuring that all employees are aware of the process (Hamouche, 2023). Overall, the importance of HR's role in conflict resolution cannot be overstated; it is multifaceted and essential for the health of the organization, as it directly affects employee satisfaction, organizational productivity, and the long-term success of the organization.

Strouse and Reed (2021), in their article on conflict management, mentioned that disagreements between two or more parties, such as teams, departments, or people, typically arise because of things like personalities, beliefs, values, and needs (Tahir, Arul & Tummala, 2022). The impact on the parties can be beneficial or bad. Conflict typically arises at work between co-workers or between employees and management. Conflict is also viewed as inevitable, so they may need to come up with a variety of conflict management strategies. This is necessary because conflict can have an impact on an organization's performance, such as low results that need to be mitigated (Swann, Sanzo, Scribner, & Cromartie, 2021).

The Human Resources (HR) department plays a vital role in promoting a positive work environment and managing employee relations; they are in charge of expanding policies, procedures, and programs that foster effective communication and conflict resolution. A proactive approach to conflict resolution focuses on identifying potential sources of conflict early and developing strategies to prevent it from expanding. Additionally, organizations are encouraged to use a proactive approach in managing conflict due to identifying possible sources of conflict and addressing them before they could happen. Through proactive conflict resolution strategies such as an open communication system, conflict management training, and mediation, human resource policies and interventions can help minimize workplace disputes and create a culture of collaboration and respect. These strategies not only address existing conflicts but also prevent future conflicts from arising.

Employees have been a valuable asset to any organization; they can be termed the lifeblood of an organization (Kalgora, B., et al., 2016). Employee retention has become a major concern for organizations across different industries, along with high turnover rates. Employees are more likely to stay in organizations where they feel heard, respected, and supported; have a healthy environment; and especially during conflict situations, see how the organization manages the conflict.

In the article with the title "Can Unresolved Conflict Impact Employees' Mental Health?" if the conflict in the organization is not resolved, it can lead to a toxic environment and affect the mental health of the employees, like increasing stress and anxiety, decreasing job satisfaction, burnout, etc. In general, unresolved conflict in the workplace can have profound implications for mental health. The article suggests that addressing conflict proactively not only protects mental health but also enhances overall workplace morale and productivity. By focusing on conflict resolution strategies, companies can create a workplace where individuals feel valued, heard, and empowered to create collaborative working relationships.

The main goal of this study is knowing the role of human resources in proactive conflict resolution is essential. Despite the recognized importance of conflict management, some organizations still face challenges in creating effective proactive strategies in a workplace since the conflict has not yet happened. As a result, conflicts may continue and have a big impact on employee retention. Organizations can identify areas for improvement and develop more effective strategies to retain their workforce.

This study seeks to determine how human resources deal with conflict resolution using a proactive approach and its impact on employee retention in Parañaque City. Also, it seeks to provide awareness that perhaps organizations enhance their conflict management practices and create a healthy workplace for employees.

STATEMENT OF THE PROBLEM

This study examined the function of the Human Resources Department in preventing or managing early on labor disputes and its relation to the employee's intention to stay in the selected companies in Parañaque City. It based on proactive conflict resolution, examines the effect of HRM practices and strategies on employee job satisfaction, interpersonal relations and employee intent to leave. It also investigated the influence of demographic variables on employees relations with conflict resolution and intent to leave.

This particular investigation centered on the prevention of labor disputes by the Human Resources Department in companies and its relation to employee retention.

Specifically, this study seeks to answer the following questions:

- 1. What is the demographic profile of the respondents in terms of:**
 - 1.1 Age
 - 1.2 Sex
 - 1.3 Position in the Company
 - 1.4 Length of Service
 - 1.5 Department
- 2. What is the level of proactive conflict resolution practices of Human Resources as perceived by employees in terms of:**
 - 2.1 Mediation/relationship
 - 2.2 Active listening
 - 2.3 Communication
 - 2.4 Conflict management
- 3. What is the level of employee retention as perceived by employees in terms of:**
 - 3.1 Job satisfaction
 - 3.2 Commitment
- 4. The Human Resources department prevents and manages the resolution of disagreements related to the following:**
 - 4.1 Conflict management strategies
 - 4.2 Workplace relationship management
- 5. Is there a significant Impact between proactive conflict resolution practices of Human Resources and employee retention?**

OBJECTIVES OF THE STUDY

The objective of this study is to determine how HR resolves disputes and how it influences workers' retention.

Here are the specific goals:

1. To determine the proactive conflict resolution techniques that the HR division employs to handle disputes at work.
2. To ascertain how proactive conflict resolution can aid in avoiding miscommunications and conflicts among staff members.
3. To examine the relationship between employee retention and proactive dispute resolution.
4. To assess how human resources can resolve disputes before they worsen.
5. To assess how proactive dispute resolution contributes to the upkeep of a constructive and encouraging workplace.

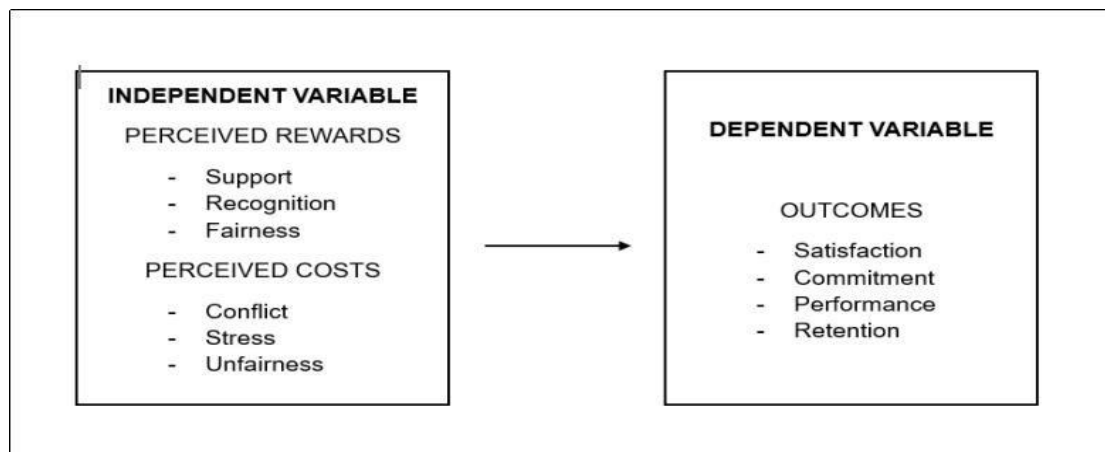
SIGNIFICANCE OF THE STUDY

1. **Human Resource Professionals** - This study can help Human Resource Professionals because it shows them how to resolve conflicts in a way in the real workplace. It helps HR Professionals make plans to deal with issues on which makes relationships between employees stronger and helps keep employees from leaving.
2. **Company Management** - for Company Management like managers and business owners this study is important because it shows that dealing with conflicts early is crucial. It can help Company Management improve the way they manage their business making the workplace a positive place where employees want to stay.
3. **Employees** - This study can help Employees understand how important it is to communicate and handle conflicts properly. It encourages Employees to deal with misunderstandings at work in an more professional way.
4. **Organizations** - The results of this study can help Organizations make rules and programs to resolve conflicts early. By doing this Organizations can make a workplace reduce the number of employees who leave and help the company grow in the long term.
5. **Future Researchers** - This research is useful, for Future Researchers who want to study Human Resource Professionals, conflict management and employee retention. It gives them ideas and information that they can use in their studies, test and make even better.

SCOPE AND DELIMITATION

This research investigates the proactive conflict management techniques employed by human resources divisions within Parañaque, concentrating on anticipatory measures like team-building exercises, coaching initiatives, training programs, mediation processes, and open communication protocols. It assesses the effects of these strategies on employee preservation metrics, encompassing turnover rates, tenure durations, job satisfaction levels, and engagement scores, across private, public, and nonprofit sectors over the preceding five to ten years. The study draw upon perspectives from HR professionals, problem-solving managers, and employees to inform its findings.

Firstly, the study's dependence on self-reported survey and interview data introduces the potential for bias or inaccuracies. Secondly, access to comprehensive turnover data was limited by privacy regulations. Furthermore, the research's focus on organizations within the Philippines may restrict the generalizability of its findings to other cultural settings. The influence of external variables, including salary, leadership dynamics, and prevailing economic conditions, complicates the task of isolating the specific impacts of conflict resolution strategies. Moreover, the study prioritizes interpersonal conflicts over large-scale disputes. Finally, the utilization of representative data precludes the observation of long-term changes.



CONCEPTUAL FRAMEWORK

This study is anchored on Social Exchange Theory, which explains that human relationships are formed through a process of cost-benefit analysis and reciprocal exchanges. George Homans says that people talk to each other when they think they will get something out of it like help or praise or being treated fairly. They try to stay from situations that will cause them problems, like fighting or feeling stressed out or being treated unfairly. George Homans also believes that people want to be around others when they feel like they will get rewards from interactions, such as support from the people they interact with and recognition for what they do. People do not like to be in situations that have costs like conflict with others or a lot of stress or unfair treatment, from the people they interact with according to George Homans.

When people feel they are treated fairly and get the support they need they are more likely to trust the people they are dealing with. They are also more satisfied and want to keep working with them. This is what happens when people have experiences, with each other like when they are treated with respect and kindness. These good experiences make relationships stronger. People are more engaged.. When people have bad experiences like when they are treated unfairly they can become unhappy and want to leave or even fight with the other person.

This framework balance between rewards and costs influences behavior, relationship, and overall outcomes in the given setting.

HYPOTHESES

Null Hypothesis (H₀)

The outcome saying that there is no significant relationship and Impact between the Human Resources Proactive Conflict Resolution strategies and Employee Retention.

Alternative Hypothesis (H₁)

The outcome saying that there is significant relationship and Impact between the Human Resources Proactive Conflict Resolution strategies and Employee Retention.

DEFINITION OF TERMS

1. **Human Resources (HR)** - refers to the department in a company that manages employees by providing assistance in the hiring process, providing training for employees and resolving conflicts between staff and management.
2. **Proactive Conflict Resolution** - means solving problems at the workplace before they become full-blown conflicts.
3. **Employee Retention** - the ability of an organization to retain its employees for long periods of time.
4. **Workplace Conflict** - Workplace Conflict refers to any misunderstandings, disagreements or problems that may occur between employees or between an employee and management.
5. **Conflict Management** - is the activity of working through and resolving in an appropriate manner and with positive results the conflicts that arise at the workplace.
6. **Mediation** - is the process by which a neutral third party, in this case Human Resources, acts as a facilitator in an attempt to help two people discuss and sort out their problems.
7. **Communication** - is the process of sharing ideas, concerns, information or perceptions between an employee and Management to avert any type of conflict.
8. **Employee Engagement** - The state of psychological, emotional and physical connection with and involvement in work and the organization.
9. **Organizational Support** - means the assistance and resources that are given by an organization to its employees, to facilitate and make work easier and more satisfying.
10. **Job Satisfaction** - Job Satisfaction is a measure of degree to which workers satisfy with the job they do, their workplace or work environment or even the responsibility given to them.

REVIEW OF RELATED LITERATURE AND STUDIES (RRL)

A. Main Theory of the Study

A main theory is needed when it comes to forming a foundation of the research. The main theory on which this research is based on is the "Social Exchange Theory by George Homans."

This theory describes how a relationship in the workplace can contribute towards employee performance and retention. According to the Social Exchange Theory, interactions in the workplace are all based on a reward system where Employees give their time, effort and loyalty in exchange for benefit from the organization such as recognition, treatment and support. When employees feel the organization values them, they feel inclined to be committed and to continue working there. Human Resource Management is in part involved with ensuring this balance is established. This is through managing workplace conflicts properly and being just in policies and practices towards the employees. When conflicts are handled properly and Employees feel supported a conducive environment is created leading to increased loyalty and job satisfaction, and thus employees stay with the organization.

Conversely, poor management of workplace conflicts and lack of employee support will lead to decreased employee job satisfaction and increased employee turnover, just as George Homans said in his theory. When Human Resource practices are proactive then the Social Exchange Theory becomes stronger and more beneficial. A proactive Human Resource management practice entails attempting to prevent conflicts from happening rather than dealing with them when they occur. This involves implementing supportive mechanisms, fostering communications and managing workplace relationships honestly.

When Human Resource management practice is solid and proactive then Employees feel valued, cared for and safe which in turn leads to higher employee retention. The Social Exchange Theory clearly stated that effective Human Resource Management leads to employee outcomes. This proves the strong foundation on which this study will rely on in order to understand employee retention.

The Social Exchange Theory and HR management are intimately linked in this regard. HR Management effectively uses the Social Exchange Theory to influence employee outcomes.

B. Supporting Theories

In order to strengthen the conceptual framework of this study, I would be using various supporting theories, in support of the main theory. The supporting theories, which will be presented below will be giving us diverse viewpoints which can contribute to our understanding of the study whilst simultaneously reinforcing the validity of the main theory.

1. Fairness Theory - This theory emphasizes that employees evaluate whether they are being fairly treated by the organization, by comparing what they receive with what they put into the job. That is, employees consider what they put in (effort, skills, time) versus what they get (pay, recognition, support).

This is in tandem with what George C.

Homans said in the social exchange theory which stated that it is very crucial to have fairness in the employee and organization relationship. Employees are most likely to be satisfied and retain their position if they perceive fairness, a concept emphasized in the fairness theory.

2. Supporting Theory - This theory posits that an employee's general beliefs about how well the organization values their work, commitment, and concerns contribute to their intention to leave.

This correlates with the social exchange theory since the more we do something for someone, the more likely they are to reciprocate and do something in return for us. In this case, when the organization is more supportive towards its Employees (Perceived Organizational Support), then the Employees would have a stronger relationship with the organization and be inclined to remain.

3. Motivation Theory - This theory states that workers are motivated or demotivated based on two factors. One is those factors that prevent us from feeling unhappy at work and another is those that help us feel happy at work.

This ties in with George C. Homans' Social Exchange Theory. When we do something for the company the company has a responsibility to do something for us. If we perform the tasks we are supposed to do, and the company returns what we seek to be satisfied, then we will continue to work hard.

SYNTHESES

The study by Mendoza, R. C. (2024) Is really interesting. Mendoza studied work-life harmony among call center representatives in Parañaque City. He looked at motivation frameworks for day and night shifts in the study called Assessing work-life harmony among call center representatives: A analysis of motivation frameworks for day and night shifts in Parañaque City, which was published in Library Progress. Mendoza says that making an environment is very important. In this environment call center representatives can talk openly about the problems they are having.

It is really important for an organization to take care of its employees. The Leaders of the organization and the Human Resources team should make sure that the programs they create actually help the employees feel valued by the organization. The Leaders of the organization and the Human Resources team need to think about this. When the organization uses a Proactive Approach the employees will feel like the organization really cares about them. This will make the employees happy. They will not want to leave the organization. The employees will be satisfied with their jobs. They will work harder. The organization will be more united when the employees feel valued by the organization. The Leaders of the organization and the Human Resources team should always keep this in mind. The organization should always try to make its employees happy. This is very important, for the organization.

According to a study Cuevas et al. (2024) Say that human resources play a role in resolving conflicts in a proactive way. This shows that organizations and human resources need to step in before conflicts get worse. They should create systems and training programs that encourage action and good communication. Employees with emotional intelligence can spot early signs of conflict and respond in a good way. Employees, with intelligence recognize early indicators of conflict and respond accordingly.

The results of the study show that conflict management is not about dealing with problems after they happen. Conflict management is also about being aware of problems and thinking about them before they become big issues.

In a study done in our area Cajayon, Gutierrez and Masanga did some research in 2024. They wanted to see how companies in the Philippines handle conflicts at work. What they found out is that conflicts at work are going to happen no what. A lot of the time these conflicts come from people not communicating well problems with the people in charge not everyone getting a say in decisions and work not being divided fairly. This means that the people in charge of resources should have plans in place to help employees deal with conflicts. The human resources team can be prepared ahead of time. Think about how to solve a problem before it even happens. That way when a conflict does come up the human resources team will already have a solution, to the conflict.

Jiang and Pos study in 2023 looked at some things that companies do for their employees like letting employees help make decisions teaching them new things paying them keeping their jobs safe and checking how well they do their jobs. What they found out was that most of the things companies do for their employees really affect whether employees stay or leave especially when it comes to paying them keeping their jobs safe and checking how well they do their jobs. So we can say that the people in charge of helping employees, which is what Human Resources or HR does are very important, for keeping a workplace a place to be and Human Resources plays a big part in this.

METHODOLOGY

RESEARCH DESIGN

The researchers will use a questionnaire to collect the data. They will send this questionnaire through Google Forms. The questionnaire has two parts. The first part asks about the respondents background information. The second part asks about the respondents thoughts on how Human Resources handles conflicts and keeps employees using a five-point Likert scale ranging from 1 (Strongly Disagree) to 5 (Strongly Agree).

The study will choose respondents who can provide information about Human Resources and conflicts. This sampling technique is appropriate because the study specifically requires employees who are currently working in companies located in Parañaque City and who have sufficient experience to evaluate their organization's Human Resource practices.

RESEARCH LOCALE

Assessing work-life harmony among call center representatives: A comparative analysis of motivation frameworks for day and night shifts in Parañaque City. (2024)

Based on the study of Mendoza, R. C. (2024). Assessing work-life harmony among call center representatives: A comparative analysis of motivation frameworks for day and night shifts in Parañaque City. Library Progress. One of his recommendation saying that creating a supportive environment where the employees can openly communicate about their difficulties and receive appropriate support is crucial for fostering a balanced and productive workforce which also lead to a healthy workplace environment.

Here it is emphasized that it is important that an organization should have support and care for the employee, this also shows the importance of the Leaders of the organization or the Human Resources and giving them the Idea that the programs they implement should really help the employee to feel that the organization values them. Like the Proactive Approach specially in conflict resolution where advance or more thinking about the possible solution even if it has not happened yet, through this, the employees will see that they are valued by the organization which leads to decrease of employee turnover, job satisfaction, a more productive workforce and unity within the organization.

Overall, Human Resource have a big role by implementing policies that impact employee retention and ensuring a supportive and healthy environment workplace.

Emotional intelligence and conflict management strategies among junior and senior uniformed personnel in Philippines National Police. International Journal of Multidisciplinary: Applied Business and Education Research (2024)

According to the current study, Cuevas et al. (2024) support the role of human resources in promoting proactive conflict resolution. This highlights the necessity for organizations or human resources to intervene before conflicts escalate and to develop systems and training programs that promote early action and productive communication in order to have a healthy work environment and have employees feel that the company values them. It also entails being conscious of and foreseeing problems before they become more serious or taking a proactive stance in which there is a solution or potential course of action even if the dispute has not yet arisen. Employees with emotional intelligence recognize early indicators of conflict and respond accordingly. Also entails being conscious of and foreseeing problems before they become more serious or taking a proactive stance in which there is a solution or potential course of action even if the dispute has not yet arisen. Employees with emotional intelligence recognize early indicators of conflict and respond accordingly.

The results of the study indicate that conflict management is more than a reactive procedure. It also entails being conscious of and foreseeing problems before they become more serious or taking a proactive stance in which there is a solution or potential course of action even if the dispute has not yet arisen. Employees with emotional intelligence recognize early indicators of conflict and respond accordingly.

This study can also be understood through George C. Homans' Social Exchange Theory. This theory states that relationships within organizations depend on reciprocal exchanges between employees and the organization. When employees feel that the organization actively supports them by handling conflicts fairly they are more likely to respond positively and if the conflicts are not addressed properly or poor management leading to employees may feel not valued, job dissatisfaction and increase turn over.

Strategies Applied in Resolving Organizational Conflict in the Academe: An Experienced-based Approach. International Journal of Multidisciplinary: Applied Business and Education Research (2024)

In a local study, Cajayon, Gutierrez, and Masanga (2024) looked at the various approaches to organizational conflict resolution in the Philippines. The results showed that conflict in organizations is unavoidable and frequently results from things like miscommunication, leadership problems, unequal decision-making, and workload distribution. This suggests that HR should have policies that could assist employees in resolving conflict. Human resources may employ a proactive strategy in which a potential resolution is considered even if the dispute has not yet arisen, so that when it does, human resources will already have a solution.

The study identified several effective conflict resolution strategies that Human Resource can use for their Organization. These include team building activities, one-on-one communication, maintaining a positive attitude, identifying the root causes of conflict, and reorienting organizational policies. These strategies highlight the importance of communication and collaboration in resolving workplace issues. More importantly, the study emphasized that addressing the root causes of conflict and encouraging openness and honesty among employees are essential in preventing recurring problems to avoid employees to leave the company.

The researchers offered suggestions to reduce workplace conflict in addition to dispute resolution. These include encouraging socialization activities, collaborating, consulting experts, and cultivating an open culture. These recommendations show a proactive approach to conflict resolution, in which organizations take action to both prevent and settle current problems. This lends credence to the notion that early intervention and the application of preventative measures should be part of conflict management. This study also emphasizes the critical role that human resources play in managing conflict. Since HR is in charge of putting policies and programs into action, HR may assist employees in resolving disagreements early on, lowering the likelihood of escalation and preserving a positive work environment.

Overall, the study of Cajayon et al. (2024) demonstrates that proactive and well-implemented conflict resolution strategies are essential in maintaining organizational harmony and the importance role of Human Resources.

The Effect of human resource practices on employee retention in food manufacturing industry in the Philippines: The moderating role of the work environment. *International Journal of Research in Management*

Jiang and Po's (2023) study concentrated on a number of important HR practices, such as employee involvement in decision-making, training and development, pay, job security, and performance reviews. The findings demonstrated that the majority of HR procedures have a major impact on employee retention, especially when it comes to pay, job security, and performance reviews. As a result, we can conclude that HR plays a vital role in preserving a positive workplace culture.

According to the results, employees are more likely to stay with the company if they believe they are being fairly compensated, secure in their positions, and involved in organizational decisions. This is consistent with Homans' theory, which states that employees who receive favorable treatment are more likely to stay with the company and strengthen their commitment to it. The researchers also stressed that if the workplace is unhealthy or unsupportive, even good HR procedures might not result in high retention.

In general, human resource engagement is crucial for managing workplace conditions and employee interactions. The study can be linked to proactive conflict resolution even if it focuses on general HR practices. While equitable and open HR procedures can avoid discontent, a healthy work atmosphere and employee involvement in decision-making can lessen miscommunications and disputes. This suggests that an environment that is more stable and encouraging is created when HR actively tackles workplace issues at an early stage.

An Analytical Exploration of Factors Contributing to Increasing Turnover and Employee Retention Challenge in a Private Education Institution. JPAIR Institutional Research (2024)

The results of a study by Columna and Garcia (2024) showed a very high level of turnover intention among employees, suggesting that many people are thinking about leaving their current positions, particularly if the company did not live up to their expectations or if the employee feels undervalued by the company. The study found that the most important elements affecting employees' decisions to stay or go were work environment and culture, leadership and management, and pay and benefits.

The results further showed that compensation and benefits, along with leadership and management, were the strongest predictors of turnover intention. If the employees don't feel that the company is not supportive environment or when lack of recognition, and ineffective leadership leads to dissatisfaction and increase their desire to leave the organization and look for other company wherein they feel valued. Also, the work environment and organizational culture were found to play an important role, as employees are more likely to stay in organizations where they feel supported, valued, and comfortable in their workplace. These findings highlight that employee retention is influenced by the quality of leadership and the overall work environment.

The study emphasized that employee retention have factors internal and external, internal include leadership style, communication, and organizational support, while external factors company that give better salary or work. The research suggests that organizations or the Human Resources must adopt comprehensive strategies that address these different factors to effectively reduce turnover. This includes improving leadership practices, enhancing compensation systems, and creating a positive organizational.

According to the research, in order to effectively reduce turnover, organizations or human resources departments must adopt comprehensive strategies that address these various factors. Human resource departments must be proactive in identifying and resolving conflicts before they arise because unhealthy environments lead to workplace conflict. As a result, HR departments should be proactive in implementing policies that may help resolve conflicts that have not yet arisen, ensuring a supportive and healthy workplace environment.

Moreover, the study shows that how companies manage their workforce and office environment has a significant impact on employee retention. Organizations may lower the intention of employee turnover and develop a more stable and contented staff by implementing proactive techniques, such as effective conflict resolution.

RESPONDENTS OF THE STUDY

The study's respondents are 100 employees from different companies in Parañaque City. The respondents were selected due to have direct experience with their organization's Human Resource practices and can provide reliable information regarding proactive conflict resolution and employee retention. Respondents perceptions are essential in assessing the effectiveness of Human Resource initiatives in the workplace.

SAMPLING TECHNIQUE

The researchers will employ purposive sampling to select respondents who can best provide with a valid and reliable information with regard to the role of the Human Resources in terms of proactively resolving conflict and retaining employees. The sampling strategy is appropriate because the study is concerned with collecting data from specific type of individuals who fit particular characteristics – currently employees in Parañaque City firms, with enough experience to comment on their company's Human Resource practices.

RESEARCH INSTRUMENT

The researchers will collect data using a structured questionnaire through Google Forms, which contains two sections. The first section gathers demographic information of the respondents, and the second section assesses employees' perceptions regarding the proactive conflict resolution practices and employee retention of Human Resources using a 5-point Likert scale that ranges from 1 to 5 where 1 indicates Strongly Disagree and 5 for Strongly Agree. The questionnaire was formulated by the researchers based on the studies and literatures reviewed regarding proactive conflict resolution, Human Resource practices, and employee retention.

They will be asked to provide comments and suggestions before the final administration of the questionnaire. The researchers will also undergo the questionnaire to a pilot test among the respondents who are similar to the characteristics of the target participants but are not included in the study itself. Cronbach's Alpha will be used to determine the reliability of the instrument. A Cronbach's Alpha coefficient of at least 0.70 will be considered acceptable, meaning that the questionnaire has a good internal consistency.

DATA GATHERING PROCEDURE

The researchers will start by asking for permission from chosen companies in Parañaque City. They will send a letter to get approval. Once approved they will identify who will participate, including HR staff and employees. A survey with questions will be shared online to gather information on how companies handle conflicts proactively and how they keep employees.

After sharing the survey the researchers will gather all the responses. Check them for completeness and accuracy. They will organize the data assign codes. Get it ready, for analysis. Throughout this process they will keep the data confidential ensure people participate voluntarily and follow guidelines.

DATA ANALYSIS

The following statistical tools will be utilized:

Frequency and Percentage – this is used to describe the demographic characteristics of the respondents.

Weighted Mean and Standard Deviation – this is used to measure the extent of employees' perceptions of HR's proactive conflict resolution practices and employee retention.

Pearson Product-Moment Correlation Coefficient (Pearson r) – this is used to determine the significance of the relationship between employees' perceptions of HR's proactive conflict resolution practices and employee retention.

This statistical method is deemed appropriate because both variables have been measured using an interval-scale instrument (five-point Likert scale).

ETHICAL CONSIDERATION

The study was executed in conformity with ethical considerations, specifically in collecting respondents' profiles. Prior to participation, researcher informed respondents about the purpose or what the study about. The respondents will be completely voluntary not forced. Researchers provided a clear explanation of the research's objective and purpose. In addition, the researchers guaranteed that all the data that gathered were treated with strict confidentiality and were used solely for academic and research purposes. All information gathered will be reported honestly and without fabrication or falsification.

SUMMARY

This research examines the role of Human Resources in proactive conflict resolution and its effect on employee retention in the workplace among employees in Parañaque City using a quantitative descriptive-correlational research design. The study aims to identify Human Resources practices related to communication, mediation, active listening and conflict management and to find out their association with retention of employees. The researchers will use purposive sampling in selecting 100 employees from different companies. Data will be collected through online survey using google forms with five point likert scale. The data obtained will be coded, organized, analyzed and interpreted using statistical techniques while maintaining confidentiality, voluntary participation and ethical research procedures throughout the study.

PRESENTATION, ANALYSIS, AND INTERPRETATION OF DATA

Profile of the Respondents

A total of 102 respondents participated in the study entitled “A Proactive Approach: The Role of Human Resources in Conflict Resolution and its Impact on Employee Retention in Parañaque City.” The demographic profile of the respondents includes age, sex, position in the company, length of service, and department.

Table 1. Distribution of Respondents According to Age

Age	Percentage	Interpretation
19–25 years old	79.4%	Majority of the respondents belong to the younger workforce.
26–30 years old	8.8%	A small portion of respondents are in their late twenties.
30 years old and above	11.8%	Few respondents belong to the older age group.

Interpretation and Analysis

According to the data, the majority of respondents are between the ages of 19 and 25 with percentage of 79.4%. This suggests that most of the respondents is young workers. In additional 8.8% of respondents are between ages of 26 and 30 while 11.8% are ages above 30. The lower percentage of older employees may imply that younger workers are more represented in the selected companies in Paranaque.

Table 2. Distribution of Respondents According to Sex

Sex	Percentage	Interpretation
Female	59.8%	Majority of the respondents are female
Male	38.2%	A significant number of respondents are male.
Others(Prefer not to say)	Small percentage	Only few respondents belong to other categories

Interpretation and Analysis

According to the data acquired, the percentage of female respondents is 59.9% while the male respondents is 38.2%. This implies that the majority of employees who participated in the study are female. A balanced perspective on Human Resources procedures for employee retention and conflict resolution is also provided by the presence of both male and female respondents.

Table 3. Distribution of Respondents According to Position in the Company

Position	Percentage	Interpretation
Employee	75.5%	Majority of respondents are regular employees.
Supervisor/Manager/OJT/Intern/Others	Remaining percentage	Few respondents belong to higher or temporary positions.

Interpretation and Analysis

According to the data obtained, the table indicates that 75.5% of the respondents are employees that means the majority of the respondents are employees, while the remaining participants are supervisors, managers, and interns. The dominance of employee's participant are relevant for the reason of they are directly affected by Human Resources policies in workplace. Their responds provide realistic insights into how Human Resources conflict resolution practices have impact on employee retention.

Table 4. Distribution of Respondents According to Length of Service

Length of Service	Percentage	Interpretation
Less than 1 year	53.9%	Majority of respondents are new employees
1–3 years	36.3%	Many respondents have moderate work experience.
4–6 years / 7–10 years	More than 10 years	Few respondents stayed long-term in the company.

Interpretation and Analysis

The findings show that 53.9% of respondents in this study have been working for less than one year, meanwhile 36.3% have served for one to three years and small percentage for more than four years. This implies that selected companies in Paranaque are mostly new, It also highlights the importance of Human Resources policies since the employees are more likely to need support in adjusting to workplace.

Table 5. Distribution of Respondents According to Department

Department	Percentage	Interpretation
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Human Resources	16.7%	Large number of respondents came from HR.
Customer Service	16.7%	Customer service employees are well represented
Marketing	15.7%	Marketing department also contributed significantly
Operation	10.8%	Moderate number of respondents are from operations.
IT	8.8%	Smaller percentage came from IT department.
Other Departments	Remaining percentage	Other departments contributed smaller responses.

Interpretation and Analysis

The data shows that participants came from different departments, 16.7% Human Resources and Customer Service, Marketing followed with 15.7%, while Operations with 10.8% and lastly IT with 8.8% respectively. Since the participants are across different departments these gathering responses from various units strengthens the reliability of the study.

Part II. Level of Proactive Conflict Resolution Practices of Human Resources

The data gathered from 102 respondents assessed the level of proactive conflict resolution practices of Human Resources in terms of Mediation/Relationship and Active Listening. The responses were measured using a 5-point Likert Scale, where higher mean scores indicate stronger agreement with the statements presented.

A. Mediation / Relationship | Indicators | Mean | Verbal Interpretation

Human Resources helps employees settle conflicts in a fair manner.	4.13	Agree
Healthy relationships at work are encouraged by Human Resources.	4.21	Strongly Agree
Human Resources promotes collaboration and teamwork among employees.	4.19	Agree
Human Resources intervenes immediately when conflicts arise.	3.95	Agree
Employees are treated equally by Human Resources especially in resolving conflicts.	4.01	Agree
Composite Mean	4.10	Agree

Interpretation

The results reveal that respondents generally agreed that Human Resources demonstrates proactive conflict resolution practices in terms of mediation and relationship management, as reflected by the composite mean of 4.10.

Among the indicators, “Healthy relationships at work are encouraged by Human Resources” obtained the highest mean of 4.21, indicating that HR effectively fosters positive workplace relationships and harmonious interactions among employees.

This suggests that employees perceive HR as supportive in maintaining a cooperative work environment.

Similarly, “Human Resources promotes collaboration and teamwork among employees” received a mean of 4.19, showing that HR encourages teamwork and cooperation within the organization. The statement “Human Resources helps employees settle conflicts in a fair manner” also received a high mean of 4.13, implying that employees believe HR resolves conflicts objectively and fairly.

Meanwhile, “Employees are treated equally by Human Resources especially in resolving conflicts” obtained a mean of 4.01, which still falls under the “Agree” interpretation, indicating that employees generally perceive fairness in HR conflict management practices.

The lowest mean, 3.95, was recorded by “Human Resources intervenes immediately when conflicts arise.” Although still interpreted as “Agree,” this indicates that some employees may feel that HR response time during conflicts could still be improved.

Statistical Analysis

The findings indicate a consistently positive perception of HR mediation and relationship management practices. Most responses were concentrated on ratings 4 and 5, showing low disagreement among respondents and suggesting that HR conflict resolution efforts are effective and well-recognized by employees.

The relatively high composite mean of 4.10 implies that proactive mediation practices contribute positively to maintaining workplace harmony, fairness, and cooperation among employees. However, the slightly lower mean regarding immediate intervention suggests a possible need for faster HR response mechanisms during workplace disputes.

B. Active Listening

Indicators	Mean	Verbal Interpretation
Human Resources listens attentively to employee concerns.	4.05	Agree
Human Resources lets employees express their opinions freely.	3.96	Agree
Composite Mean	4.01	Agree

Interpretation

The data show that respondents agreed that Human Resources practices active listening in handling employee concerns, as reflected by the composite mean of 4.01.

The statement “Human Resources listens attentively to employee concerns” obtained the highest mean of 4.05. This indicates that employees generally feel heard and acknowledged by HR when they raise concerns or workplace issues.

On the other hand, “Human Resources lets employees express their opinions freely” received a mean of 3.96. Although interpreted as “Agree,” the lower mean suggests that some employees may still hesitate to express their thoughts openly, possibly due to fear of judgment, lack of confidence, or organizational barriers.

Statistical Analysis

The results demonstrate that HR maintains a positive level of communication and openness with employees. The majority of responses were clustered around ratings 4 and 5, indicating favorable perceptions regarding HR’s listening practices.

The composite mean of 4.01 suggests that active listening is generally evident within the organization and contributes to better communication and conflict management. However, the slightly lower score for freedom of expression implies that HR may further improve employee engagement by creating a more open and psychologically safe environment where employees can freely communicate their concerns and opinions.

Overall Analysis

Overall, the findings indicate that Human Resources demonstrates a high level of proactive conflict resolution practices, particularly in maintaining healthy workplace relationships, promoting teamwork, and listening to employee concerns. The consistently high mean scores suggest that employees positively perceive HR’s role in conflict management and organizational harmony. The results further imply that proactive HR practices help strengthen employee trust,

cooperation, and fairness within the workplace. Nevertheless, improvements may still be made in terms of quicker conflict intervention and encouraging employees to communicate more openly and freely.

Statistical Interpretation and Analysis of the HR Active Listening Survey

Table 1. Summary of Results

Indicator	Mean Rating	Interpretation	Highest Response	Percentage
Human Resources listens attentively to employee concerns	4.05	Agree / Very Good	Rating 4	43.1%
Human Resources lets employees' express opinions freely	3.96	Agree / Good	Rating 4	37.3%
Human Resources shows understanding during conflict situations	4.02	Agree / Very Good	Rating 5	38.2%
Human Resources considers employee feedback before making decisions	4.07	Agree / Very Good	Rating 4	41.2%
Human Resources considers employee feedback before making decisions	4.13	Agree / Very Good	Rating 5	42.2%

Overall Statistical Analysis

Mean Analysis

The overall weighted mean of the Active Listening indicators is:

$$\bar{x} = \frac{4.05 + 3.96 + 4.02 + 4.07 + 4.13}{5} = 4.05$$

Overall Mean = 4.05 Interpretation:

The respondents generally agree that the Human Resources department demonstrates effective active listening practices. This indicates a *positive perception* of HR communication, empathy, and responsiveness.

Per-Indicator Interpretation

1. HR listens attentively to employee concerns

Mean = 4.05

Majority response: Rating 4 (43.1%)

Interpretation:

The result shows a mean of 4.05. Most employees chose Rating 4 (43.1%). This means employees generally think that Human Resource listens carefully to their problems. They feel like Human Resources hears them out when they raise issues at work.

2. HR lets employee's express opinions freely

Mean = 3.96

Majority response: Rating 4 (37.3%)

Interpretation:

With a mean of 3.96 and most employees choosing Rating 4 (37.3%), it seems employees generally think Human Resources lets them share their thoughts freely. The lower mean score suggests some employees still feel like they can't openly share their ideas and concerns.

3. HR shows understanding during conflict situations

Mean = 4.02

Majority response: Rating 5 (38.2%) Interpretation:

The result has a mean of 4.02. Most employees chose Rating 5 (38.2%). Employees think Human Resources understands and cares when there's a conflict. These high ratings show employees trust Human Resources to handle conflicts well.

4. HR considers employee feedback before making decisions

Mean = 4.07

Majority response: Rating 4 (41.2%) Interpretation:

With a mean of 4.07 and most employees choosing Rating 4 (41.2%) employees believe Human Resources considers their feedback before making decisions. This shows Human Resources involves employees in decision-making and values their input.

5. HR responds respectfully to employee complaints

Mean = 4.13

Majority response: Rating 5 (42.2%)

Interpretation:

The result shows a mean of 4.13. Most employees chose Rating 5 (42.2%). Employees really appreciate how Human Resources handles complaints with respect and professionalism. This got the mean score showing employees think highly of Human Resource's professionalism and responsiveness.

Descriptive Statistical Analysis

Frequency Distribution Pattern

Across all indicators: Ratings and 5 dominated the responses. Ratings 1 and 2 were very minimal* (mostly below 5%). This indicates a positively skewed perception* toward HR active listening practices.

Trend Analysis Observation Analysis

Highest Rated Indicator | Respectful response to complaints (4.13) Lowest Rated Indicator | Freedom to express opinions (3.96) | Response Concentration | Most responses clustered around ratings 4 and 5 | General Trend | Employees show favorable perception of HR interpersonal communication

Statistical Conclusion

The results indicate that HR maintains positive communication and openness with employees. The high mean scores suggest that proactive conflict resolution practices contribute to better communication, teamwork, fairness, and workplace harmony. However, improvements in encouraging open expression and quicker conflict intervention may further enhance HR effectiveness.

Sample Narrative for Research Paper

The results indicate that the respondents positively assessed the Human Resources department in terms of active listening. The overall weighted mean of 4.05 signifies that employees generally agree that HR demonstrates attentive listening, empathy, respect, and openness in communication. Among the indicators, "HR responds respectfully to employee complaints" received the highest mean score of 4.13, while "HR lets employees express opinions freely" obtained the lowest mean of 3.96. Despite this, all indicators fall within the "Agree" interpretation, indicating favorable employee perceptions toward HR communication practices.

Table 1. Human Resources clearly communicates policies and procedures to employees.

Scale	Frequency	Percentage
1	1	1.0%
2	5	4.9%
3	10	9.8%
4	35	34.3%
5	51	50.0%
Total	102	100%

Mean Rating: 4.27

Verbal Interpretation: Strongly Agree

Interpretation and Analysis

The table shows that most people think Human Resources does a job of telling employees about the rules and how things work. The average score was 4.27, which means people really agree with this. Half of the people asked gave it a score of 5 and thirty four percent gave it a score of 4. This means that employees think Human Resources does a job of sharing important information and telling people what the company expects.

Only a small percentage of respondents rated the statement negatively, suggesting that communication regarding policies and procedures is generally clear and understandable within the organization.

Overall, the results show that most people agree on this. A lot of people gave scores of 4 and 5 which means that employees generally think Human Resources communicates well. Not many people gave scores, which means that most employees are happy, with how Human Resources shares information. This supports the idea that Human Resources is doing a job of keeping employees informed about what the company expects.

Table 2. Human Resources encourages open communication among employees.

Scale	Frequency	Percentage
1	1	1.0%
2	6	5.9%
3	15	14.7%
4	35	34.3%
5	45	44.1%
Total	102	100%

Mean Rating: 4.15

Verbal Interpretation: Agree

Interpretation and Analysis

The data shows that most respondents had a view with 78.4% choosing scores 4 and 5. The low percentages for scores 1 and 2 mean that a few employees think there are problems with open communication.

Human Resources efforts in making sure employees can talk openly and honestly are recognized with a mean above 4.00. This shows employees generally think Human Resources is doing a job.

In conclusion, the results also indicate that Human Resources is helping to create a workplace and employees seem to feel they can express themselves. Human Resources helps create a space where employees can share concerns, ideas, and opinions freely.

Table 3. Human Resources clarify solutions clearly during conflict situations.

Scale	Frequency	Percentage
1	1	1.0%
2	3	2.9%
3	13	12.7%
4	41	40.2%
5	44	43.1%
Total	102	100%

Mean Rating: 4.22

Verbal Interpretation: Strongly Agree

Interpretation and Analysis

The way people answered the questions shows that they really like how Human Resources handles problems. 83.3% Of people chose ratings 4 and 5 which means they are very happy with how Human Resources explains things when there are problems. The small number of people who were not happy suggests that employees generally think Human Resources does a job of talking to them when there are disagreements and issues, at work.

Generally, the way respondents answered the questions shows that they really like how Human Resources handles problems. Human Resources is important for avoiding confusion and making sure employees know what to do when there are problems at work.

Table 4. Human Resources strengthen professional communication with employees.

Scale	Frequency	Percentage
1	1	1.0%
2	3	2.9%
3	10	9.8%
4	39	38.2%
5	49	48.0%
Total	102	100%

Mean Rating: 4.29

Verbal Interpretation: Strongly Agree

Interpretation and Analysis

The numbers show that people think Human Resources is really good at talking to employees. A total of 86.2% of people who answered the questions chose to give Human Resources a score of 4 or 5 which means that most employees agree on this, which supports the idea that Human Resources is professional and good at communicating with people inside the organization.

All in all, Human Resources is doing a job of communicating with employees and this is very clear from the results. Human Resources is good at keeping things professional and talking to employees in a way that's respectful and easy to understand.

Overall Analysis for Communication Dimension

Indicator	Mean	Verbal Interpretation
HR clearly Communicates policies and procedures	4.27	Strongly Agree
HR encourages open communication	4.15	Agree
HR clarifies solutions during conflicts	4.22	Strongly Agree
HR strengthens professional communication	4.29	Strongly Agree
Overall Mean	4.23	Strongly Agree

Overall Statistical Analysis

The overall mean of 4.23 indicates that respondents strongly agree that Human Resources demonstrates effective communication practices in the organization. The findings suggest that HR effectively communicates policies, promotes professionalism, and provides clear conflict-resolution guidance. Among the indicators, strengthening professional communication received the highest mean score, while encouraging open communication received the lowest, though still positively rated. Overall, the results imply that HR communication strategies contribute positively to employee understanding, cooperation, and workplace relationships.

D. Conflict Management* *Number of Respondents: 102

Indicators	Mean Rating	Verbal Interpretation
Human Resources Handles workplace conflicts effectively.	3.96	Agree
Human Resources helps prevent conflicts from becoming worse.	4.06	Agree
Human Resources implements proper conflict resolution strategies.	4.01	Agree
Human Resources creates a peaceful and respectful work environment.	4.11	Agree
Overall Mean	4.04	Agree

Statistical Analysis and Interpretation

The table shows that participants think about the Human Resources Department and how it handles conflicts. The score is 4.04, generally think Human Resources is doing a job of managing conflicts and keeping things peaceful at work.

The data shows Human Resources is really good at creating a respectful place to work with a score of 4.11. This shows that employees think Human Resources is important for making sure people get along and work together.

The statement that Human Resources helps stop conflicts from getting worse got a score of 4.06. This means people think Human Resources is doing a job of taking care of problems before they become big issues. When Human Resources does this, it helps people communicate better and work together as a team.

The idea that Human Resources uses strategies to resolve conflicts got a score of 4.01. This shows that employees think Human Resources is using the methods to solve problems at work. This is important for being fair and professional at work.

The statement that Human Resources handles conflicts effectively got the score of 3.96. It is still a good score. This means that while people generally think Human Resources is doing a job some people might think it could do better at handling conflicts quickly consistently and by communicating well.

In conclusion, the Human Resources Department is doing a job of managing conflicts. The high scores show that Human Resources is helping to create a respectful work environment, which can make employees happier more productive and more likely to stay at their jobs. Human Resources helps people communicate better and work together as a team. When people feel safe and happy at work, they are more satisfied. The organization is more stable.

Part III – Level of Employee Retention

Table 1. “With my current position at the company, I feel appreciated and content.”

Rating	Frequency	Percentage
1	3	2.9%
2	5	4.9%
3	22	21.6%
4	29	28.4%
5	43	42.2%
Total	102	100%

Statistical Results Mean: 4.02

Median: 4

Mode: 5

Interpretation: High level of employee satisfaction and appreciation.

Analysis

The ratings of 4 and 5 were the popular with 70.6% of people choosing them. This shows that employees are usually happy and feel appreciated in their jobs. The average score was 4.02, which's a good sign for employee retention. Some people were not happy, but not many, which means the company has a workplace. Most employees seem to like their jobs. Feel valued. Employees are generally satisfied with their positions.

Table 2. "I am satisfied with the work environment."

Rating	Frequency	Percentage
1	3	2.9%
2	6	5.9%
3	20	19.6%
4	31	30.4%
5	42	41.2%
Total	102	100%

Statistical Results Mean: 4.01

- Median: 4
- Mode: 5

Interpretation: Employees are generally satisfied with the workplace environment.

Analysis

The workplace received ratings from 71.6% of the respondents who participated in the survey. The participants gave the workplace a score of 4 or 5 which lead to average score of 4.01 which means the workplace in Paranaque is comfortable, which makes the employee stay and happy. The company is good at keeping its employees and have a healthy workplace.

Table 3. "I enjoy working in this company."

Rating	Frequency	Percentage
1	9	8.8%
2	8	7.8%
3	24	23.5%
4	24	23.5%
5	37	36.3%
Total	102	100%

Statistical Results Mean: 4.11

Median: 4

Mode: 5

Interpretation: Very high level of employee engagement and enjoyment.

Analysis

Based on the results, the respondents they happy the workplace where they are work. The respondents gave this statement the score with an average of 4.11. Most respondents who answer the survey, 77.5% chose ratings 4 and 5 which shows they really like working in their company which means the respondents have a healthy workplace.

Table 4. "I am satisfied with the assistance provided by Human Resources."

Rating	Frequency	Percentage
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1	4	3.9%
2	8	7.8%
3	23	22.5%
4	35	34.3%
5	32	31.4%
Total	102	100%

Statistical Results Mean: 4.08

Median: 4

Mode: 5

Interpretation: Employees are satisfied with HR support and services.

Analysis

The numbers show that 76.5% of people who answered thought the Human Resources department was doing a job giving it ratings of 4 and 5. The average score was 4.08, which means the Human Resources department is doing a job of helping employees with what they need. The Human Resources department is doing something that helping to keep employees happy and wanting to say with the company and employees appreciate the Human Resources department and its services.

Overall Statistical Summary

Indicator	Feel appreciated and content
4.02	Satisfied with work environment
4.01	Enjoy working in the company
4.11	Satisfied with HR assistance
4.08	

Overall Mean 4.06

Overall Interpretation

The average score of 4.06 shows that employees are happy to work. They feel valued, like their work environment is good and get help from Human Resources when needed. Most employees gave ratings of 4 or 5 which means they have good attitude and the company has a great work atmosphere.

The results suggest that the way the company is managed its culture and support, for employees all help to keep staff on board. If the company keeps up the work and fixes a few small issues that bother employees, it can boost their commitment and stability even more.

Interpretation and Statistical Analysis of Commitment Data (N = 102)

Overview

The data presents employee responses regarding organizational commitment using a 5-point Likert Scale:

1 = Strongly Disagree

2 = Disagree

3 = Neutral

4 = Agree

5 = Strongly Agree

The analysis covers four indicators of employee commitment.

Table 1. Loyalty to the Company

Rating	Frequency	Percentage
1	2	2.0%
2	5	4.9%
3	24	23.5%
4	28	27.5%
5	43	42.2%
Total	102	100%

Statistical Result

Mean: 4.03

Interpretation: Agree / High Commitment

Analysis

Most respondents who work for the company are expressed loyalty to it with 69.7% of them giving it a rating of 4 or 5. 6.9% Of people did not agree with this. The average score is 4.03, which implying that the company employees feel positively connected to the organization. This shows that the employees feel satisfied about the company and their working environment and the way the company is run.

Table 2. Dedication to Reaching Company Goals

Rating	Frequency	Percentage
1	4	3.9%
2	2	2.0%
3	15	14.7%
4	32	31.4%
5	49	48.0%
Total	102	100%

Statistical Result

Mean: 4.18

Interpretation: Agree / Very High Commitment

Analysis

Based on the data obtained, this question got the highest mean, nearly 79.4% Of respondents said they are dedicated to helping the company achieve its goals. This means that the employees are motivated, goal-oriented, and want to help the company succeed. 5.9% of people did not agree with this which means strong alignment between the employee objectives and company mission.

Table 3. Intention to Stay in the Company

Rating	Frequency	Percentage
1	9	8.8%

2	8	7.8%
3	24	23.5%
4	24	23.5%
5	37	36.3%
Total	102	100%

Statistical Result

Mean: 3.71

Interpretation: Agree / Moderate Commitment

Analysis

In the result, 59.8% Of people said they do not want to leave the company but 16.6% of people said they do want to leave. This could be because some people are not satisfied with their jobs. The Human Resources or the organization need to strengthen employee retention to keep its employees and make them satisfied.

Table 4. Emotional Bond with the Company

Rating	Frequency	Percentage
1	4	3.9%
2	8	7.8%
3	23	22.5%
4	35	34.3%
5	32	31.4%
Total	102	100%

Statistical Result

Mean: 3.81

Interpretation: Agree / High Commitment

Analysis

The results reveal that most employees really like the company or have a strong emotional attachment to the company with 65.7% of them giving it a rating of 4 or 5. However 22.5% of people were not sure which means that some employees do not feel a connection to the company. The average score is 3.81, which's good but the company can improve to make its employees happier and more engaged.

Overall Statistical Summary

Commitment Indicator	Mean	Interpretation
Loyalty to the company	4.03	High Commitment
Dedication to company goals	4.18	Very High Commitment
Intention to stay in the company	3.71	Moderate Commitment
Emotional bond with the company	3.81	High Commitment

Overall Mean	3.93	High Organizational Commitment
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General Interpretation

Overall, the results of data reveal they are very dedicated to achieving the company's goals, which means they are motivated and on the page as the company, feel a strong connection to the company. However, the score for employees wanting to stay with the company is a bit lower which means the company may have some problems, with keeping employees. The company can try to offer chances for employees to grow in their careers and recognize employees for their hardwork to feel that the employee feel valued. This can help keep employees committed to the company for a time and reduce the number employees turn over.

Suggested Statistical Statement for Research Paper

The findings revealed that respondents exhibited a high level of organizational commitment, with an overall weighted mean of 3.93. Among the indicators, dedication to reaching company goals obtained the highest mean (4.18), while intention to remain in the company recorded the lowest mean (3.71). The results suggest that employees are generally loyal, motivated, and emotionally connected to the organization, although some concerns regarding long-term retention may still exist.

Interpretation and Statistical Analysis of the Data The data presented shows respondents' perceptions regarding the role of Human Resources (HR) in conflict management and dispute resolution within the organization. A total of **102 respondents** participated in the survey using a **5-point Likert scale where: 1 = Strongly Disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly Agree** Table- by-Table Interpretation and Analysis

1. The company organizes conflict management training sessions and seminars for employees. Average Rating: **4.03**

Rating	Frequency	Percentage
1	3	2.9%
2	7	6.9%
3	14	13.7%
4	38	37.3%
5	40	39.2%

Based on the data obtained, most respondents agreed that the company does a job of teaching employees how to manage conflicts. 76.5% Of respondents said they agree or strongly agree with this. 9.8% Of people disagreed. The average score of

4.03 shows that employees think the company as proactive in equipping employees with conflict management skills The low percentage of disagreement means that most employees see and appreciate the company's efforts to manage conflicts.

2. Human Resources uses equitable methods to resolve disputes between staff members.

Average Rating: **4.03**

Rating	Frequency	Percentage
1	2	2.0%
2	4	3.9%
3	17	16.7%
4	45	44.1%
5	34	33.3%

Most respondents believe that Human Resources handles disputes in a way that fair and equal. A combined 77.4% agreed with this statement. The results show that employees trust Human Resources to be fair and neutral when resolving disputes. The average score above 4.0 also shows that employees have trust in Human Resources procedures. The small amount of disagreement also supports the idea that Human Resources reinforces the fairness within the company.

3. Human Resources helps reduce misunderstandings which occur between workers.

Average Rating: **4.11**

Rating	Frequency	Percentage
1	2	2.0%
2	2	2.0%
3	19	18.6%
4	39	38.2%
5	40	39.2%

This statement got the highest average score of 4.11 which means most people strongly agree that Human Resources helps reduce misunderstandings among workers. 77.4% of respondents gave Human Resources a positive rating for minimizing workplace misunderstandings. The low disagreement level of 4% suggests that Human Resources efforts to promote communication and harmony, interventions are effective in promoting these. The Human Resources department establishes specific steps for employees to use when they need to address workplace conflicts

4. The Human Resources department establishes specific steps for employees to use when they need to address workplace disputes.

Average Rating: **3.93**

Rating	Frequency	Percentage
1	4	3.9%
2	4	3.9%
3	18	17.6%
4	45	44.1%
5	31	30.4%

Most respondents who answered the questions said that Human Resources has a establish procedure to deal with problems that come up at work. 74.5% Of them said they Agree or Strongly Agree with this. The result shows that Human Resources has rules and procedures to handle conflict, but some employees might not know about those rules or procedures. Human Resources tells employees to handle disagreements in a respectful way.

5. Human Resources encourages employees to handle disagreements through professional and respectful methods.

Average Rating: **4.02**

Rating	Frequency	Percentage
1	2	2.0%
2	4	3.9%
3	22	21.6%
4	36	35.3%
5	38	37.3%

Majority of the respondents answered the questions said that Human Resources helps employees to be professional and respectful. 72.6% of them agreed with this, which shows that employees know Human Resources is trying to make the workplace a respectful place. The moderate neutral responses (21.6%) may indicate opportunities for Human Resources to strengthen awareness and reinforcement of respectful conflict-resolution practices.

Overall Statistical Analysis Descriptive Statistical Summary

Statement	Mean Rating	Interpretation
Conflict management training and seminars	4.03	Agree

Equitable dispute resolution methods	4.03	Agree
Reduction of misunderstandings	4.11	Agree
Established dispute- resolution procedures	3.93	Agree
Encouragement of respectful disagreement handling	4.02	Agree

General Interpretation of Findings

The overall results reveal that employees hold a **positive perception** of the Human Resources department's role in conflict management and dispute resolution. All statements recorded mean scores close to or above **4.0**, indicating general agreement among respondents. The highest-rated area was HR's ability to reduce misunderstandings among employees (Mean = 4.11), suggesting effective communication and mediation practices. The lowest-rated item, though still positive, concerned the establishment of specific dispute-resolution procedures (Mean = 3.93), indicating a possible need for clearer communication or stronger implementation of workplace policies.

Conclusion

In conclusion, the results of the findings show that Human Resources is important and does a job of handling conflicts at work. Employees think Human Resources is fair, helpful and good at promoting respect and harmony at work. The high scores show that Human Resources helps employees get along work together and feel stable at work. Human Resources and the organization can work together to make the workplace a healthy place. However, the company may further improve by increasing employee awareness and resolution procedures and strengthening policy communication.

Workplace Relationship Management Total Respondents: 102 The survey assessed employees' perceptions regarding workplace relationship management

practices facilitated by the Human Resources department. Responses were measured using a 5-point Likert Scale:

Scale	Interpretation
5	Strongly Agree
4	Agree
3	Neutral
2	Disagree
1	Strongly Disagree

Table 1. Human Resources promotes teamwork and cooperation between employees

Rating	Frequency	Percentage
1	1	1.0%
2	3	2.9%
3	12	11.8%
4	45	44.1%
5	41	40.2%
Total:	102	100%

Statistical Results

Mean: 4.20

Mode: 4

Interpretation: Agree

The majority of participants who answered the questions rated the statement positively, with 84.3% of them chose 4 or 5 which means they perceive the Human Resources as effective in doing to help people work together. This shows that employees think Human Resources is effective in helping people work as a team. 3.9% Of people did not agree, which

means that some of them dissatisfied with Human Resources in terms of encouraging to work as a team. Human Resources establish open communication for employees.

Table 2. Human Resources establishes open channels for employees to exchange information with supervisors

Ratings	Frequency	Percentage
1	1	1.0%
2	1	1.0%
3	22	21.6%
4	42	41.2%
5	36	35.3%
Total	102	100%

Statistical Results

Mean: 4.09

Mode: 4

Interpretation: Agree Analysis

Most respondents agreed that Human Resources does a job of helping people communicate with their supervisors with a rating of 76.5%. On the other hand, some respondents were neutral responses (21.6%) suggesting that Human Resources might need to improve when it comes to perceive communication practices.

Table 3. All employees receive equal treatment regardless of job status within the organization

Rating	Frequency	Percentage
1	1	1.0%
2	7	6.9%
3	17	16.7%
4	34	33.3%
5	43	42.2%
Total	102	100%

Statistical Results

Mean: 4.09

Mode: 5

Interpretation: Agree

Analysis

Based on the data obtained, it shows that participant think everyone is treated equally at work. 75.5% Of people chose 4 or 5 which means they agree. 7.9% Of people did not agree, which means that some people might think that things are not consistent regarding fairness.

Table 4. Human Resources helps promote positive working relationships among staff members

Rating	Frequency	Percentage
1	2	2.0%
2	2	2.0%
3	18	17.6%
4	36	35.3%
5	44	43.1%
Total	102	100%

Statistical Results**Mean:** 4.16**Mode:** 5**Interpretation:** Agree**Analysis**

The results show that people think Human Resources is doing a job of helping people get along at work. More than 78% of people agreed with this statement, which indicating a healthy workplace within the company.

Table 5. HR activities promote trust between employees while creating mutual respect

Rating	Frequency	Percentage
1	2	2.0%
2	1	1.0%
3	16	15.7%
4	35	34.3%
5	48	47.1%
Total	102	100%

Statistical Results**Mean:** 4.24**Mode:** 5**Interpretation:** Strongly Agree / High Agreement**Analysis**

This statement got the highest score, which means that people really like what Human Resources is doing to help people work together. Almost half of the people who answered the questions said that they strongly agree with this statement, demonstrating strong confidence that Human Resources policies is very helpful.

Overall Statistical Summary

Indicator	Mean	Interpretation
Teamwork and cooperation	4.20	Agree
Open communication channels	4.09	Agree
Equal treatment	4.09	Agree
Positive working relationships	4.16	Agree
Trust and mutual respect	4.24	Strong Agreement
Overall Mean	4.16	Agree

General Interpretation of Findings

The overall mean score of 4.16 indicates that respondents generally have a positive perception of workplace relationship management practices implemented by the Human Resources department. Employees particularly recognized HR's effectiveness in promoting trust, mutual respect, teamwork, and positive interpersonal relationships.

Although the results demonstrate strong agreement overall, some neutral and negative responses suggest opportunities for improvement in communication systems, inclusivity, and consistency in employee treatment. Strengthening feedback mechanisms, employee engagement programs, and transparency initiatives may further enhance workplace relationships and organizational harmony.

Conclusion

Overall, the results show that Human Resources is very important in making sure people get along at work. People think Human Resources is doing a job of helping people work together being fair and making sure everyone can talk to each

other. The high scores mean that Human Resources is helping to make people happy, work and like their jobs. Human Resources is doing a job of helping people work together and get along which is important, for a happy workplace.

Interpretation of Data

Presents the respondents' perceptions regarding the effectiveness of Human Resource (HR) conflict management practices in the workplace. The results show that all indicators obtained high average ratings ranging from 4.11 to 4.19, which indicates that employees generally agree that effective HR conflict management positively affects employee satisfaction, loyalty, retention, and reduced turnover.

Statement	Mean	Interpretation
Effective methods of handling conflicts by HR lead to higher levels of employee contentment with their work.	4.18	Agree
Employees choose to remain with the organization when workplace disagreements are resolved appropriately.	4.17	Agree
The presence of HR support during workplace conflicts enhances employee loyalty toward the organization.	4.15	Agree
Handling disputes through established methods results in decreased employee turnover.	4.11	Agree
Positive HR methods of handling conflicts lead employees to stay longer in the organization.	4.19	Agree
Overall Mean	4.14	Agree

The statement with the highest mean was 4.19 indicate that when HR handles conflicts in a positive way employees are more likely to stay with the organization for a long time. This suggest that employees really think it's crucial for Human Resources to manage conflicts well, so they do not leave.

On the other hand, the statement "When companies handle disputes through their established methods it results in decreased employee turnover" got the lowest mean score of 4.11. Even though this score still means "Agree" it indicates that employees think Human Resources conflict management helps reduce turnover. There might be other reasons why employees leave.

Overall, the findings suggest that employees have a view of Human Resources role, in managing workplace conflicts. Employees believe that resolving conflicts effectively helps with employee satisfaction, loyalty, commitment and retention.

Statistical Analysis of Results

Descriptive Statistics The survey gathered responses from **102 participants** using a **5-point Likert Scale*** where: 5 = Strongly Agree 4 = Agree 3 = Neutral 2 = Disagree 1 = Strongly Disagree

The computed overall weighted mean was 4.14, which falls under the verbal interpretation of "Agree." This indicates that respondents generally have favorable perceptions regarding HR conflict management practices.

Overall Statistical Summary

Statistical Measure	Value
Number of Respondents	102
Overall Mean	4.14
Standard Deviation (SD)	0.74
Highest Mean	4.19
Lowest Mean	4.11
Interpretation	Agree

The **standard deviation of 0.74** indicates that the responses were relatively close to the mean, showing consistency in respondents' opinions.

Analysis

The data suggest that employees perceive HR conflict management practices as effective and beneficial to the organization. Most respondents selected ratings of **4 (Agree)** and **5 (Strongly Agree)** across all survey items, indicating strong positive sentiment toward HR's ability to manage workplace disputes.

The results further imply that:

1. Effective conflict management improves employee satisfaction and morale.
2. Employees are more likely to remain loyal to organizations that resolve disputes fairly and professionally.
3. HR support during conflicts strengthens employee trust and organizational commitment.
4. Proper conflict resolution may help reduce employee turnover and improve retention rates.

The consistently high mean scores demonstrate that HR conflict resolution practices are viewed as an essential factor in maintaining a positive work environment and promoting organizational stability.

Conclusion

Based on the findings, employees generally agree that effective Human Resource conflict management contributes positively to workplace relationships, employee loyalty, retention, and overall satisfaction. The high average ratings reflect employees' confidence in HR's ability to resolve workplace conflicts appropriately and professionally. Therefore, organizations should continue strengthening their HR conflict management strategies to maintain employee commitment and organizational harmony.

SUMMARY, CONCLUSIONS, AND RECOMMENDATIONS

SUMMARY OF FINDINGS

This study aimed to find the effect of pro-active conflict resolution practices of the Human Resources (HR) in retaining employees with 100 selected employees of various firms located in Parañaque City. The study also sought to determine how the perceived practices of HR in managing conflict will affect the retention of the employees as well as their level of commitment toward the company. Demographics of the respondents were comprised mostly by the age ranging from 19 to 25 years old (79.4%), female (59.8%), rank-and-file employees (75.5%). In terms of employment tenure, the majority of respondents have been employed for less than a year (53.9%) and 36.3% from one to three years of service. Most of the respondents came from Human Resources Department (16.7%), Customer Service Department (16.7%) and Marketing Department (15.7%). The general perception of employees on the proactive conflict resolution practices of Human Resources were generally agreeable in all dimensions. Communication has the highest total mean score (4.23), this means that HR promotes respect and good conduct among employees in their workplace. Workplace relationship management has a total mean of 4.16 this is because it signifies good working relationships built with trust, mutual respect and positive working environment, however, Mediation and Relationship Management scored a mean of 4.10 this signifies HR is good in creating harmonious relationships though immediate resolution of conflicts during disputes were ranked below immediate resolution.

The score of Active listening was 4.01.

This means that the HR listens well to their employees but employees feel that there were also opportunities given by HR that would let them voice their own opinion openly without reservation and judgement. Conflict management and conflict resolution obtained a total mean score of 4.04 meaning that effective in handling conflict. However the participants said there is a need for them to be informed of clear steps to resolution of conflict. In terms of employee retention and organizational commitment, Employee Retention obtained a total mean of 4.06. This means that it was considered that respondents generally feel positive toward their organizations and have value HR for support.

Organizational Commitment obtained a total mean score of 3.93 this mean that the respondents feel that they are part of the organization and are loyal to it, however, there was relatively low intention to stay long with their company as there may be other factors influencing this besides HR practices. The perceived impact of HR practices was given a total mean score of 4.14, meaning that HR has a significant effect in the employee retention of employees, and the employees themselves strongly agree on the practices and it leads to higher willingness of employees to stay and work with their respective organization.

Generally the findings show that the Proactive Conflict Resolution Practices of Human Resources contribute to Employee Satisfaction, Employee Retention and Organizational Commitment. However, there is also an opportunity for the organization to improve employee's voices, conflict resolution procedures, and retention plans..

CONCLUSIONS

In view of the findings presented, it can be concluded that Proactive Conflict Resolution Practices implemented by the Human Resources positively contributed to Employee Retention and Organizational Commitment among employees of the selected companies in Parañaque City. Employees generally perceive the HR department as effective in fostering positive communication in the workplace, developing trust and good relationship between employees, practicing active listening to concerns raised by their employees, and ensuring that workplace conflicts are addressed fairly and promptly. These pro-active practices created an environment where employees feel more supported and comfortable, thus boosting their satisfaction and commitment to the organization. Furthermore, the findings support the Social Exchange Theory where individuals reciprocate to those who extend support and favorable actions towards them. In this context, employees who feel supported by the HR through proactive conflict resolution processes and fair treatment are more likely to reciprocate with higher commitment, trust and a stronger desire to remain within the organization.

The study also found a moderate intention of employees to stay with their organizations in the long run despite their positive perception of the HR practices. This implies that employee retention is influenced by a combination of HR practices and other organizational factors such as career advancement opportunities, work-life balance, and company culture.

RECOMMENDATIONS

1. Continued and regular training and development programs for employees and supervisors in conflict resolution, communications, mediation, and interpersonal skills will reinforce the effectiveness of conflict prevention and management in Human Resources and organizations.
2. There must be consistent, systematic, uniform, well-communicated policies and procedures to help guide managers and organizations in managing disputes effectively.
3. The organizational leadership and management of Human Resources personnel should endeavor to develop and cultivate a secure work environment in which employees can share concerns, suggestions, feedback, and complaints without fear of retaliation.
4. The use of active listening should be continually reinforced by supervisors and Human Resources personnel responding empathetically, fairly, and professionally to employees' grievances.
5. Human Resources and other departments of the organization should implement other employee engagement activities such as team-building events, mentoring and coaching programs, teamwork opportunities, and awards and recognition programs.
6. Since employees showed a moderate level of long term intent to remain with the organization, the management of the organizations should also implement other talent retention programs. These other programs may include the promotion of career development opportunities, competitive compensation and benefits, succession planning, work-life balance strategies, performance rewards, etc.
7. Employee perceptions should be continually evaluated using such mechanisms as employee satisfaction surveys, organizational stay interviews, focus groups, and employee surveys, among others, in an attempt to diagnose workplace concerns before these are transformed into a full-fledged conflict.
8. Organizations should encourage leaders and managers to undergo leadership development programs that would equip them with relevant skills on managing workplace conflicts, building interpersonal competence, enhancing communication abilities, coaching employees, and people management in general.
9. The organizations' management and Human Resources managers ought to enhance the organization's transparency by continuously communicating about changes in policy, future plans, and major organizational decisions, in order to foster an environment of trust.
10. Researchers are also encouraged to replicate this study using larger and diverse samples from a variety of industries and geographic locations. Additionally, the variables used in this study should also include such elements as employee engagement, perceived organizational support, job satisfaction, leadership style, compensation, work-life balance, and organizational culture in future studies so as to generate a more complete understanding of factors affecting employee

retention. Researchers are encouraged also to disclose complete information on the statistical analyses used in the study such as significance (p) values, correlation coefficients, effect sizes, etc., in future research studies.

SUMMARY OF THE OVERALL STUDY

This research analyze the role of Human Resources in proactive conflict resolution and its impact on employee retention in Paranaque City. The study aimed to assess proactive conflict resolution policies and practices of Human Resources in terms of handles conflicts and managing conflicts and keeping workplace healthy relationships, as well as determine the impact on employee retention.

The study is qualitative research. Data were gathered from 100 employees from different organizations in Paranaque through a survey questionnaire form. Frequency, percentage, and weighted mean were used to examine the collected data. The study used George Homans' Social Exchange Theory. This theory says that employees will be more loyal and committed if they feel supported, respected, and treated fairly by their organization.

Based on the data obtained, respondents perceived Human Resources as good at solving conflicts before they become problems. Communication was the thing that people liked the most, followed by how they managed workplace relationships helped people talk to each other managed conflicts and listened to them. The study also showed that when Human Resources does a job employees are more likely to stay with the company. Employees think that if conflicts are solved fairly people communicate openly and the workplace is supportive they will want to stay with the company and motivated.

The study found out that Human Resources is very important for making sure everyone gets along at work and that employees are happy and satisfied. The study says that companies should keep working on talking to employees training leaders, solving problems, and making employees feel like they are part of the team. This will help make a workplace where people feel supported and motivated.

This research helps us understand how Human Resources can help employees reduce problems at work and reduce turnover. Human Resources plays a vital role in promoting employee retention, workplace harmony through proactive resolution policies. When Human Resources does its job well it helps employees and the company. The study shows that Human Resources is key, to keeping employees happy, satisfied, and making the workplace a good place to be. Human Resources plays a role in making sure employees want to stay with the company and be committed to it. In additional, the research provide understanding how effective Human Resources practices and policies can strengthen employee relationships, reduce workplace conflicts and turnover, and improve employee retention within organizations.

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