Research article

Prospects for modernization of social and labor relations and reduction of conflicts and social tensions in the workplace

Svetlana Rakhimova [1]*

[1] Central Asian Institute of Economics and Management, Uzbekistan
* Correspondence: svrakhimova@yahoo.com

Abstract: This research paper explores the transformative landscape of the modern workplace, focusing on the dynamic interplay between the modernization of social and labor relations and the resolution of conflicts. Examining various approaches and scenarios, the study delves into the adoption of flexible work arrangements, integration of technology, and heightened emphasis on diversity and inclusion as pivotal strategies shaping contemporary work environments. Challenges such as technological disruption, globalization, and shifting workforce expectations are considered, highlighting the need for adaptive solutions. The paper underscores the significance of open communication, employee empowerment, and participatory decision-making in fostering positive social and labor relations. A proactive and comprehensive conflict resolution framework, including training programs, mediation services, and clear policies, is delineated as essential for addressing disputes constructively. The role of empathy, diversity appreciation, and transparent communication in conflict resolution is emphasized. In conclusion, the research emphasizes that successful modernization efforts demand a holistic understanding of diverse employee needs. It argues for organizations to remain agile, continually adapting policies to create inclusive, engaging, and equitable workplaces. The resolution of conflicts, guided by human-centric values, becomes integral to this transformative journey, enriching the workplace experience for individuals, organizations, and society as a whole.

1. Introduction

Social and labor relations refer to the interactions and dynamics between employers and employees within a society or an organization (Sodhi & Plowman, 2002). These relations are a critical aspect of the economic system, influencing the distribution of resources, income, and power (Legchilina, 2019). Understanding social and labor relations involves examining the roles, rights, and responsibilities of employers, employees, and the broader society.

Scientific issues related to the modernization of social and labor relations in order to strengthen the social capital of the country and its regions define new directions of economic thinking and are constructed as a coherent paradigm. This problem actualizes the need to form a new concept of social development that is based on a deep reshaping of the essence and driving forces of modernization transformations.

Conflicts and social tensions in the workplace are inherent aspects of social and labor relations, often arising from differences in perspectives, interests, and power dynamics (Andriushchenko & Yevdokimova, 2019). Understanding and managing these conflicts are crucial for maintaining a healthy work environment and promoting positive social and labor relations. We found that key aspects of the place of conflicts and social tensions in the workplace within the context of social and labor relations include sources of conflicts (differences in goals and values, power imbalances, poor communication) (Hyatt & Gruenglas, 2023); productivity and well-being (reduces productivity, employee well-being) (Castellini et al., 2023); conflict resolution mechanisms (mediation, communication channels, conflict resolution training) (Brummans et al., 2022); legal and ethical considerations (Hyatt & Gruenglas, 2023); diversity and inclusuion (Randel, 2023); organizational culture (Ferine et al., 2021); and leadership role (Babalola et al., 2018).

Obviously, conflicts and social tensions are inevitable in the workplace, but proactive measures, including effective communication, conflict resolution mechanisms, and a positive organizational culture, can help manage and mitigate their impact on social and labor relations. Resolving conflicts in a constructive manner contributes to a healthier work environment, improved employee satisfaction, and overall organizational success. Also, we insist that it is closely related to modernization of social and labor relations.

According to the recent findings, the modernization of social and labor relations involves adapting traditional approaches to better align with contemporary societal, economic, and technological changes. The main ideas underlying this modernization are related to flexibility and adaptability (Vallas, 1999), technology integration (Theron, 2013), digitalization (Theron, 2013; Trushkina & Rynkevych, 2020), inclusion and diversity (Randel, 2023), work-life balance (Borgia et al., 2022), skills development (Theron, 2013), continuous learning (Trushkina & Rynkevych, 2020), social responsibility (Lopuschnyak et al., 2021), international cooperation (Hu et al., 2021), and performance-based reward (White, 2018). Therefore, the modernization of social and labor relations reflects a broader recognition of the dynamic nature of the workforce, technological advancements, and the need for more inclusive, adaptable, and sustainable approaches to employment and organizational management.

In the general scientific sense, any modernization is a long process of qualitative renewal of the basis of the formation of certain relations (Whyman et al., 2014). The set of models of social modernization proposed by science is quite limited. Conceptually, they can be represented as a linear, partial, multi-line, and actor models (Fedorova & Holovashchenko, 2023; Orlovska & Morozova, 2019). According to the linear model, modernization consists of the following main phases: formation of the forces and concentration of supporters interested in the implementation of modernization (Trushkina & Rynkevych, 2020); consolidation of the elite oriented towards the achievement of goals of modernization (Ozga, 2020); the integration of society around the ideas of modernization and readiness of its members to positively perceive the implemented changes (Marks, 2009).

Partial model occurs mainly through interaction of societies, penetration of higher order social values with a lower level of socio-economic development (Ahmad & Bajwa, 2021; Hu et al., 2021; Legchilina, 2019). At the same time, multi-linear model of modernization interprets it as a complex endogenous-exogenous process with many epicenters, which does not predict systemic social transformation and, therefore, cannot significantly change the internal space of any country (Antoniuk & Bui, 2019; Orlovska & Morozova, 2019). The actor model of modernization is based on the ideas of using the mechanisms of social integration and actualization of tasks ofe a person's free choice of certain shifts in social life (Fedorova & Holovashchenko, 2023).

The urgent need for the development of new paradigms for the modernization of social and labor relations appears at the stage when, firstly, the proposed models do not correspond to the multidimensional and contradictory reality and create difficulties of a methodological analysis, assessment and prediction of socio-economic processes (Antonyuk & Pidorycheva, 2018); secondly, due to socio-economic instability, deep systemic crises, changes in the basic institutions of social development (Ossewaarde, 2018). Thirdly, it deals with the conditions under which complex tasks have to be solved, and the changes in the implementation of geopolitical, structural, and investment policies are necessary (Geary & Nyiawung, 2022; Luo & Van Assche, 2023).

Currently, there is practically no coherent model of modernization of social and labor relations, which would concentrate the vision prospects for the development of this area and mechanisms for its implementation through reduction of conflicts and social tensions in the workplace. Thus, the purpose of the research is to carry out a detailed analysis of conflicts and social tensions in the workplace and to describe the theoretically grounded propositions about improvement of the current approaches to social and labor tersions.

It addresses the research objectives as follows:
1) to characterize the normative basis of resolution of social and labor conflicts;
2) to outline the stages of the comprehensive procedure for resolving social and labor conflicts;
3) to formulate scientifically based proposals for modernization of social and labour relations, in particular resolution of conflicts in the workplace.

2. Materials and Methods

The methodological basis of the research includes general scientific and special methods of scientific knowledge, chosen with consideration of aim and objectives. They included formal legal method (Helmersen, 2021), system and structural analysis (Nazarko et al., 2017), structural and functional method (Gust-Bardon, 2015), comparative method (Kan et al., 2016; Vivek & Nanthagopan, 2021), ethnographic methods (Jayathilaka, 2021; von Lehn, 2019), subjectivity assessment or Q methodology (Tran et al., 2021; Tran & Järvinen, 2022).

Firstly, we applied formal legal method that refers to the systematic and structured approach employed in research, especially within the field of law, economics, politics, and sociology. Such research involves the study and analysis of legal sources to answer legal questions, address legal issues, or contribute to the development of legal doctrine (Helmersen, 2021). The formal legal method encompasses a set of principles and procedures designed to ensure rigor, accuracy, and reliability in scientific research (Dominicé, 1997).

The application of system and structural analysis ensured the disclosure of the normative basis for the resolution of social and labor conflicts, definition of the concept and types of social and labor conflicts. System and structural analysis includes the approaches used to study and understand complex phenomena, systems, or structures. These methods provide systematic ways to examine relationships, patterns, and interactions within a system or structure. The method comprises system approach and its applications (Searcy et al., 2008), structural approach and hierarchical arrangement of its components (Nazarko et al., 2017). Such system and structural analysis provide valuable insights into the functioning and behavior of complex systems or structures, and researchers often use them in combination to achieve a more comprehensive understanding of the phenomena under investigation.

Then, structural and functional method was applied to distinguish and characterize the stages of the conciliation procedure of resolution of social and labor conflicts, implementation mechanism of the right to strike under the official legislation, and modernization of contemporary social and labor relations. Structural analysis involves studying the physical properties and behaviors of structures, materials, or systems (Nazarko et al., 2017). Researchers use structural analysis to assess how different components within a system interact and respond to various forces. At the same time, functionalism is a theoretical perspective that helped us views the society as a system with interrelated parts, each contributing to the stability and functioning of the whole. The functional method involves examining the functions of social institutions, norms, and structures in maintaining social order, social and labor relations in particular (Gust-Bardon, 2015). Structural and functional approach analyzes how social structures contribute to the functioning and stability of society. This method considers how various institutions and norms serve specific functions in maintaining social balance (Potts et al., 2016).

Also, we used comparative method to compare doctrinal provisions, acts, legislation and management practices in different countries regarding the resolution of conflicts in the workplace (Vivek & Nanthagopan, 2021). The comparative method in researching social and labor relations involves systematically analyzing and contrasting different cases, contexts, or entities to identify patterns, differences, and similarities. This approach allows researchers to gain insights into the social and labor relations of various groups, organizations, or societies. Comparative research is particularly valuable for understanding how different factors influence social and labor dynamics, contributing to a broader understanding of patterns and variations in these relations (Kan et al., 2016). The method of theoretical and practical modeling made it possible to formulate proposals for improvement of social and labor relations, and, therefore, enhance the productivity of business activities.

Applying ethnographic methods involves studying economic behaviors and practices within a specific cultural or social context (Jayathilaka, 2021). This approach emphasizes immersion and long-term engagement to understand economic activities in their natural setting. Ethnographic methods in economic research concern the systematic study of economic phenomena within their natural social and cultural contexts (von Lehn, 2019). Ethnography is a qualitative research approach that emphasizes immersive fieldwork, participant observation, and in-depth engagement with the subjects under study. This method allowed us to understand economic behaviors, practices, and structures by exploring the social and cultural dimensions that shape them. In economic research, ethnographic methods are employed to go beyond numerical data and uncover the meanings and contexts behind economic activities. Ethnographic methods are employed in social and labor relations research to investigate the intricate social dynamics, cultural influences, and lived experiences

within the context of workplaces, organizations, or broader societal settings. Ethnography involves immersive fieldwork, participant observation, and in-depth engagement with individuals and groups, providing a holistic understanding of the complexities involved in social and labor relations (Jayathilaka, 2021).

Subjectivity assessment or Q methodology combined quantitative and qualitative elements to study subjectivity (Tran et al., 2021; Tran & Järvinen, 2022). Participants ranked and discussed a set of statements, allowing us to identify shared patterns of opinion on economic issues. Subjectivity assessment in research refers to the process of evaluating or understanding the subjective experiences, perspectives, or opinions of individuals or groups (Tran & Järvinen, 2022). It involves acknowledging and exploring the subjective nature of human experiences, attitudes, and interpretations. Subjectivity assessment is often used in qualitative research to capture the richness and complexity of human perspectives, emphasizing the idea that individuals bring their unique subjectivities to their experiences

These methods offered diverse tools for researchers to explore economic phenomena beyond numerical measures. By incorporating them we managed to give a richer understanding of the social, cultural, and individual dimensions of economic behavior and decision-making.

3. Results

Definition of conflicts in the workplace allows to understand which specific controversial issues are possible application of specific methods of resolving these disputes, including a strike. As noted by Edwards and Hodder (2022), legal definition of a conflict is one of the key points for understanding this institution of labor law in any national legal system. Overton and Lowry (2013) define a social and labor conflict as unresolved differences between the parties of the social dialogue regarding establishing or changing working conditions, concluding, changing and implementing collective agreements, contracts, agreements, as well as the application of labor legislation, which are being resolved with the help of conciliation procedures.

Social and labor conflicts are characterized by unique features that distinguish them from other types of conflicts. These peculiarities arise from the specific context of the workplace and the interaction between employers, employees, and other stakeholders (Baillien et al., 2017; Liao & Pandeli, 2023). Figure 1 shows the key peculiarities of social and labor conflicts in the workplace.

Employment relationship often involves a power imbalance between employers and employees. This imbalance can contribute to tensions and conflicts related to issues such as wages, working conditions, and job security (Edwards & Hodder, 2022).

Collective nature is related to collective action within the workplace. Social and labor conflicts often manifest collectively, involving groups of employees, unions, or workers' associations advocating for their rights or interests (Hann et al., 2019; Ilesanmi, 2017). Collective bargaining and negotiations are common features in labor conflicts.

Workplace environment. Labor conflicts can have a direct impact on workplace productivity. Strikes, work stoppages, or disruptions can interrupt regular business operations, affecting both employers and employees (Sasikala et al., 2021).

Legal and regulatory framework means that social and labor conflicts are subject to specific legal frameworks and labor laws. Resolving these conflicts may involve adherence to legal procedures, negotiations, or, in some cases, intervention by labor regulatory authorities (Avgar, 2020).

Dual interests concern the fact that conflicts often arise due to divergent interests between employers seeking profitability and employees seeking fair wages, benefits, and favorable working conditions (Wheatley, 2012). Balancing these dual interests is a common challenge.

Negotiation dynamics. The negotiation process in social and labor conflicts often involves collective bargaining, where representatives of employees negotiate with employers to reach agreements on terms and conditions of employment (Olekalns & Rees, 2020).

Strikes and work stoppages. One of the peculiarities of labor conflicts is the potential for employees to engage in strikes or work stoppages as a form of protest or pressure (Noh & Hebdon, 2023). This tactic is aimed at drawing attention to their grievances and influencing negotiations.

Social and economic impact means that social and labor conflicts can have wider social and economic implications beyond the workplace. Strikes or industrial actions can affect local communities, suppliers, and even the national economy (Prenzel & Vanclay, 2014).

Figure 1. Key peculiarities of social and labor conflicts.

Job security concerns. Job security is a common concern in social and labor conflicts. Employees may fear job loss due to factors such as layoffs, restructuring, or outsourcing, leading to heightened tensions (Nemțeanu & Dabija, 2023).

Understanding these peculiarities is essential for stakeholders, including employers, employees, and policymakers, to effectively manage and address social and labor conflicts in a way that promotes fairness, equity, and a positive work environment.

At the same time, it is necessary to analyze the types of conflicts and social tensions in the workplace. Table 1 shows the classification of conflicts that can arise in the workplace among employees.

Table 1. Classification of conflicts and social tensions in the workplace.

Type of conflict or social tension	Descriptions
Interpersonal conflict	Differences in personalities, communication styles, or work approaches can lead to conflicts (Javeria et al., 2023); Misunderstandings, poor communication, or lack of effective communication can result in conflicts (Hyatt & Gruenglas, 2023).

Task-related conflict	Varied approaches to completing tasks or projects can lead to disagreements (Haq, 2011); When individuals or teams have conflicting goals or priorities (Lawless & Trif, 2016).
Role uncertainty conflict	Lack of clarity regarding roles and responsibilities can cause conflicts between team members (Schmidt et al., 2014).
Organizational ctructure conflict	Issues arising from the organization's structure and the distribution of power and authority (Ferine et al., 2021); Conflicts can arise when there is competition for limited resources (Di Pietro & Di Virgilio, 2013).
Workload conflict	Disagreements may occur when team members feel that the workload is not distributed fairly (Uwannah et al., 2022).
Value conflict	Conflicts arising from different personal or cultural values among team members (Glilekpe et al., 2022).
Conflict of interest	Conflicts may arise when individual goals or interests conflict with the goals of the organization (Arend, 2019).
Discrimination and harassment conflicts	Conflicts stemming from discrimination, harassment, or unequal treatment in the workplace (Castellini et al., 2023).

It's essential for any organizations to address conflicts proactively through open communication, conflict resolution strategies, and creating a positive work environment. Conflict, when managed effectively, can lead to positive changes and improved collaboration within a team.

Open communication
- Encouragement of open and honest communication between employees.
- Creation of a platform for individuals to express their concerns and opinions.

Conflict resolution training
- Organization of conflict resolution training to employees and managers.
- Equipment with the skills necessary to identify, address, and resolve conflicts in a constructive manner.

Mediation
- Utilization of mediation services when conflicts arise.
- Involvement of a neutral third party to facilitate communication and guide employees towards finding mutually acceptable solutions.

Clear policies
- Definition of workplace policies, including those related to behavior, harassment, and conflict resolution.
- Description of expectations and a framework for addressing workplace issues.

Diversity and inclusion
- Implementation of diversity and inclusion programs to promote understanding and acceptance of differences.
- Creating a more inclusive environment can help prevent tensions related to diversity.

Leadesrhip
- Leaders should be proactive in addressing conflicts.
- Early interventions to prevent issues from escalating and becoming more challenging to resolve.

Team-building
- Organization of team-building activities to foster positive relationships among employees.
- Creation of a supportive and collaborative atmosphere.

Figure 2. Fundamental approaches to resolving conflicts and social tensions in the workplace.

A lot of researches concern the approaches to resolving conflicts in the workplace (Liao & Pandeli, 2023). We found that resolving conflicts and addressing social tensions in the workplace is crucial for maintaining a healthy and productive work environment (Ferine et al., 2021; Monyei et al., 2023). Figure 2 shows some approaches to help manage and resolve such issues.

It is worth mentioning that each workplace is unique, so a combination of these approaches may be necessary to effectively manage conflicts and social tensions. It's also important to adapt strategies based on the specific nature of the issues and the individuals involved

In our research, we proceed from the fact that the innovation is a condition for modernization of social and labor relations; and, therefore, it is appropriate to introduce the concept of social and labor innovation as a complex phenomenon of systemic functioning and development of the labor market with social innovations according to each of the basic dimensions - economic, social, organizational, technological, institutional, psychological (Rehman, 2017). A series is characteristic of social innovations regard attributive features characteristic of innovations in general, among which we highlight the novelty, which is reflected in new knowledge regarding the regulation and development of social and labor relations (De Spiegelaere & Van Gyes, 2012); high risks of implementation of the final result under regulation and uncertainty (Giuffrida et al., 2021); complexity and the parity of a number of innovations, expressed in their complementarity and diffusion character (De Spiegelaere & Van Gyes, 2012). At the same time, social and labor innovations are characterized by a certain specificity, namely:

- mostly intangible in nature (services, processes, values), therefore there is not always a clear and quick economic effect of indisputable attributive property of social innovations (De Spiegelaere & Van Gyes, 2012);
- lack of universality due to the national (cultural, territorial, industry, motivational, educational, etc.) specificity of labor models and the economic space as a whole, which determined the emergence and nature of specific social innovations (Rehman, 2017);
- significant adaptability of the social innovation mechanism to the changing environment, which causes a significant modification of the implemented innovations of social and labor relations (Vallas, 1999);
- the limited diffusion of modernization changes, the structuring of the economic space of the labor market, in particular, the dispersion of recipients who implement process innovations, which create their novelty in modernization processes (De Spiegelaere & Van Gyes, 2012);
- a limited (discrete, broken) innovation cycle in which there is no commercialization stage, which does not automatically ensure investment demand (Berg et al., 2023).

It is also worth noting that under systemic social instability, the threats and risks accompanying the implementation of the planned directions of modernization of social and labor relations inevitably increase (Danford et al., 2005). At the same time, as Giuffrida et al. (2021) rightly observe, nowadays the social production of risk is simplified, modern social risks are becoming compact, which means that the risk can be concentrated in compact objects. Consequently, we can state that the multiplicity of risks, their spread to almost all subjects of social and labor relations, who face risks and threats. Depending on the source (external, internal) risks take the form of high resistance of the external environment, inability of the labor market regulation system (mechanism) to adapt to modernization changes (Theron, 2013).

Current and potential sources of such risks in the national economy is the destruction of the foundations and rejection of labor values, culture and social and labor relations (Glilekpe et al., 2022); lagging behind traditions from economic dynamics of development; lack or ineffectiveness of facilitating institutions involves in implementation of social innovations, imperfection, contradiction (De Spiegelaere & Van Gyes, 2012), and, therefore, ineffectiveness, of labor legislation, which are inconsistent with the goals and requirements of labor market modernization; the weakness of trade unions, their lack of consolidation as representatives and defenders of interests; limited social dialogue (Venkataraman, 2023). Findings indicate the underdevelopment and extremely low prevalence of norms of social responsibility of business, as emphasized by Lopuschnyak et al. (2021). Today, a trap has formed in the economy - a self-reproducing system of destructive production of social capital,

which in turn lays the foundations for the narrow reproduction of the labor force in each of its subsequent cycles, the opposition of the main subjects of social and labor relations and the threats of a social explosion, limits the social base (and, therefore, the support of society) of modernization of the economy (Prenzel & Vanclay, 2014), which includes, among others, socially unacceptable reforms and generally inhibits the innovative progress of the country.

The modernization of social and labor relations faces several challenges, reflecting the dynamic nature of the workplace, evolving societal expectations, and the impact of technological advancements (Trushkina & Rynkevych, 2020). They include the following:

- *Technological disruption.* Rapid technological advancements, such as automation and artificial intelligence, can lead to job displacement and changes in job roles, challenging traditional labor relations (De Stefano & Doellgast, 2023).
- *Globalization.* Increased globalization can result in outsourcing, offshoring, and a more competitive job market. This can impact job security and create challenges in maintaining fair labor practices (Chaykowski, 2002).
- *Gig economy and flexible work arrangements.* The rise of the gig economy and flexible work arrangements presents challenges in defining and protecting workers' rights, benefits, and job security (Lindell et al., 2022).
- *Skills mismatch.* Rapid changes in technology may lead to a skills gap, making it challenging for workers to keep up with the evolving demands of the job market (Theron, 2013; Trushkina & Rynkevych, 2020).
- *Diversity and inclusion.* Creating inclusive and diverse workplaces is a challenge that requires addressing biases and promoting equal opportunities for all individuals, irrespective of their backgrounds (Randel, 2023).
- *Work-life balance.* Balancing work and personal life has become increasingly challenging, leading to issues related to employee burnout, stress, and mental health (Borgia et al., 2022).
- *Erosion of traditional employment models.* Traditional employment models with long-term commitments are being challenged by more fluid and contingent work arrangements, making it difficult to establish stable labor relations (Trushkina & Rynkevych, 2020).
- *Social and political changes.* Shifts in societal attitudes and political ideologies can impact the perception of labor relations, with potential changes in labor laws and regulations (Prenzel & Vanclay, 2014).
- *Worker empowerment and activism.* Increased worker empowerment and activism can lead to demands for better working conditions, fair wages, and improved employee rights, challenging traditional employer-employee power dynamics (Sasikala et al., 2021).
- *Data privacy and security.* The collection and use of employee data for various purposes, such as performance evaluations or health monitoring, raise concerns about privacy and security (Gusarov & Melnyk, 2023).
- *Training and professional development.* Ensuring that the workforce is adequately trained and continually developing the skills needed for modern jobs can be a persistent challenge (Trushkina & Rynkevych, 2020).
- *Communication gaps.* Effective communication between employers and employees is crucial. Miscommunication or lack of transparency can lead to misunderstandings and conflicts (Hyatt & Gruenglas, 2023).
- *Economic uncertainty.* Economic downturns and uncertainties can impact job stability, wage growth, and overall employment conditions, influencing labor relations (Giuffrida et al., 2021).

We agree that successfully addressing these challenges requires a comprehensive and adaptable approach, involving collaboration between employers, employees, governments, and other stakeholders. It also involves ongoing efforts to understand and respond to the changing nature of work and the broader societal landscape.

4. Discussion

Modernizing social and labor relations in the workplace involves adapting to the changing dynamics of work, addressing emerging challenges, and fostering a positive and inclusive

work environment. Our foundings enabled us to present several scenarios oriented towards description of efforts to modernize social and labor relations.

Adoption of Flexible Work Arrangements

The adoption of flexible work arrangements is a key strategy for modernizing social and labor relations in the workplace. This approach recognizes the evolving needs and preferences of employees, aiming to create a more adaptable and inclusive work environment. These arrangements include remote work opportunities, flextime and flexible schedules, compressed workweeks, work-life balance and job sharing, part-time and reduced hours, and hybrid work models (Lee et al., 2023; Wang & Xie, 2023). Some studies insist on technology integration to adopt frexible work arrangements since advanced communication and collaboration technologies is crucial for the success of flexible work arrangements (Soga et al, 2022). Video conferencing, project management tools, and cloud-based platforms enable seamless remote collaboration. Also, the adoption of flexible work arrangements often requires a cultural shift within the organization (Seo & Kim, 2023). Leadership plays a crucial role in promoting a culture that values flexibility, trust, and individual contributions. By adopting flexible work arrangements, organizations aim to create a more adaptive and supportive workplace, acknowledging the diverse needs of their workforce and promoting a healthy work-life balance. This approach contributes to the modernization of social and labor relations by aligning organizational practices with the changing expectations of employees in the contemporary workforce.

Integration of Technology and Automation

The integration of technology and automation is a key strategy for modernizing social and labor relations in the workplace. This approach involves leveraging advanced technologies to streamline processes, enhance productivity, and adapt to the evolving demands of the modern workforce. The integration of technology and automation contributes to the modernization of social and labor relations through streamlined work processes, increased efficiency and productivity, job enrichment, data-driven decision-making, flexible work tools that facilitate digital employee engagement initiatives, and adaptive work environment (De Stefano & Doellgast, 2023; Zirar et al., 2023). In addition, special attention is drawn towards workers' skill development and upskilling, improved employee well-being, introduction fo workforce analytics, effective project management (Theron, 2013; Zirar et al., 2023). Some findings indicate the advanced communication and collaboration technologies enable remote work and virtual collaboration. This flexibility in work arrangements supports a modern and adaptable approach to labor relations, accommodating diverse employee needs (Vuchkovski et al., 2023). According to Lee and Kim (2023), the integration of technology contributes to an enhanced overall employee experience. From onboarding processes to day-to-day tasks, technology can simplify workflows, reduce administrative burdens, and create a positive workplace environment. And it is worth mentioning that ethical considerations are very important in the use of technology (Parmer, 2023). They establish guidelines to ensure fair and responsible use, addressing concerns related to privacy, bias, and the impact of technology on the workforce. By integrating technology and automation, organizations not only improve operational efficiency but also contribute to the modernization of social and labor relations by fostering a work environment that is adaptive, supportive, and aligned with the changing expectations of the workforce.

Emphasis on Diversity and Inclusion

Diversity and inclusion acknowledge the importance of creating a work environment that values and respects differences among employees, promoting equity and equal opportunities (Randel, 2023). This approach is oriented towards diverse workforce composition, inclusive hiring practices, organization of diversity training programs, development and implementation of policies and procedures that promote equity. To foster inclusivity, organizations strive for diverse representation in leadership positions (Confetto et al., 2023). This helps break down barriers, sets positive examples, and promotes a culture where everyone believes they have the opportunity to advance based on merit. A commitment to diversity and inclusion involves maintaining a zero-tolerance policy for discrimination, harassment, and bias (Randel, 2023). Clear reporting mechanisms and swift resolution processes are in place to address any incidents promptly. A number of findings are devoted to formation of cultural competence among employees. At the same time, organizations ensure that physical and digital work environments are accessible to individuals of all abilities. This includes accommodations for people with disabilities and the use of technology that adheres to accessibility standards. Emphasizing diversity and inclusion in the workplace not only reflects a commitment to social responsibility but also contributes to the modernization

of labor relations by creating an environment where all individuals feel valued, respected, and empowered to contribute their unique perspectives and talents.

Employee Empowerment and Participation

Employee empowerment and participation involve granting employees a greater degree of influence, autonomy, and involvement in decision-making processes. By doing so, organizations can create a more collaborative, engaged, and inclusive work environment. Employee empowerment and participation include participatory decision-making, building open communication channels to facilitate dialogue between management and employees, establishing feedback mechanisms, and employee involvement in goal setting (Brummans et al., 2022; McCarthy et al., 2023). Also, empowering employees is associated with providing opportunities for continuous learning and development (Trushkina & Rynkevych, 2020). Some researchers state that granting employees autonomy allows individuals to leverage their strengths and creativity, contributing to a more innovative and adaptive workplace (De Spiegelaere & Van Gyes, 2012). Moreover, we found that employee empowerment and participation contributes to cross-functional collaboration, access to relevant information about the organization's goals, strategies, and performance, providing tools and platforms that facilitate collaboration, communication, and information-sharing (Colvin, A. J. S. (2004). We agree that by embracing employee empowerment and participation, organizations not only enhance job satisfaction and motivation but also contribute to the modernization of social and labor relations by fostering a workplace culture that values collaboration, innovation, and the unique contributions of each employee.

Transparent Communication

Transparent communication involves open, honest, and clear interaction between all levels of an organization, creating an environment where information is readily shared, and employees feel informed and engaged (Barker Scott & Manning, 2022). In modernization of social and labor relations transparent communication contributes to the modernization of social and labor relations on the basis of open dialogue between employees and management, clear articulation of organizational policies, expectations, and goals, providing regular updates and announcements, inclusive decision-making processes. Some scientific works show that transparent communication involves providing timely and constructive performance feedback to employees, crisis communication, accessible leadership to employees (Hyatt & Gruenglas, 2023). Also, transparent communication involves acknowledging both successes and challenges, trining on communication skills, and establishing feedback mechanisms (Barker Scott & Manning, 2022; Hyatt & Gruenglas, 2023). In addition, transparent communication is built on ethical practices and culture of trust within the organization (Parmer, 2023). By prioritizing transparent communication, organizations not only modernize social and labor relations but also foster a positive and inclusive work environment. It creates a foundation for collaboration, understanding, and shared commitment, aligning with the evolving expectations of the contemporary workforce.

Collaborative Workplace Culture

Collaborative workplace culture being a key component in modernizing social and labor relations within an organization emphasizes teamwork, open communication, and a shared sense of purpose among employees. It is oriented towards teamwork and synergy, building open communication, cross-functional collaboration, shared knowledge and resources, inclusive decision-making (Nugroho, 2018). Since technology plays a crucial role in fostering collaboration, collaborative tools and platforms, such as project management software, communication apps, and shared document repositories, to facilitate seamless teamwork, especially in remote or dispersed work environments, are important for formation of effective workplace culture (Ferine et al., 2021). Also, collaborative workplace culture requires adaptability and flexibility, leadership support for collaboration, and conflict resolution through collaboration (Barker Scott & Manning, 2022). Hence, collaborative workplace culture is a cornerstone in the modernization of social and labor relations. It creates an environment where employees feel empowered, valued, and connected.

Proactive Conflict Resolution

Proactive conflict resolution is a strategic and preventative approach to managing conflicts in the workplace. It is a crucial element in modernizing social and labor relations, aiming to address potential conflicts before they escalate and to create a positive and harmonious work environment. Proactive conflict resolution is associated with implementing strategies to prevent conflicts (clear communication, well-defined roles and responsibilities, and establishing expectations for behavior and performance), conflict resolution training, establishment of conflict resolution policies, open communication channels, and mediation

services (Brummans et al., 2022; Ferine et al., 2021; Janekarn et al., 2021). Proactive conflict resolution requires cultivation of a positive work culture, leadership modeling, emphasis on empathy and understanding. Also, it is worth stating that use of technology is important for conflict resolution (Barker Scott & Manning, 2022). Obviously, proactive conflict resolution contributes to the modernization of social and labor relations by creating a workplace culture that values open communication, collaboration, and constructive conflict management. It deals with the contemporary understanding that conflicts are natural but manageable aspects of the workplace, and when addressed proactively, they can lead to positive outcomes for both individuals and the organization as a whole.

Ethical and Social Responsibility

Ethical and social responsibility is widely applied to manage disputes and fostering a positive and responsible organizational culture. Recent findings show that ethical and social responsibility in conflict resolution concern fairness and impartiality, respect for individual rights and dignity, involvement of inclusive practices that consider the perspectives of diverse individuals. Special attention is paid towards transparency and open communication, adherence to legal and regulatory standards, avoidance of retaliation, and balancing between individual and organizational interests (Brummans et al., 2022). Ethical conflict resolution prioritizes the well-being of employees (Hyatt & Gruenglas, 2023). This includes providing resources for mental health support, stress management, and ensuring that resolution processes take into account the potential impact on individuals' overall well-being. Also, ethical and social responsibility is associated with long-term solutions and prevention, environmental and social impact assessment, and stakeholder involvement. Some findings suggest that ethical and socially responsible conflict resolution is characterized by a commitment to continuous improvement (Prenzel & Vanclay, 2014). Therefore, ethical and social responsibility in conflict resolution are integral components of a modern and responsible organizational approach. These principles guide organizations to address conflicts in ways that are fair, transparent, and considerate of individual and collective well-being, fostering a workplace culture characterized by integrity and accountability.

Adaptive Leadership

Adaptive leadership is a dynamic and proactive approach that focuses on navigating change, fostering innovation, and addressing challenges in the workplace (Babalola et al., 2018). In the context of modernizing social and labor relations and resolving conflicts, adaptive leadership plays a crucial role in guiding organizations through the complexities of a rapidly evolving work environment. Adaptive leadership requires embracing change, flexibility, continuous learning and development for organization teams, calculated risk-taking and innovation (Kuluski et al., 2021). In addition, adaptive leadership touches upon effective communication, building collaborative networks within the organization, formation of situational awareness, application of ethical decision-making, and resilience and persistence (Seibel et al., 2023). Adaptive leadership fosters a learning culture (Kuluski et al., 2021) where mistakes are viewed as opportunities for improvement. Leaders encourage employees to share their experiences, learn from setbacks, and contribute to a culture of continuous improvement. In addition, in the modern workplace, adaptive leaders stay abreast of technological advances (Babalola et al., 2018). They leverage technology to enhance communication, streamline processes, and support conflict resolution efforts, ensuring that the organization remains technologically relevant. Thus, adaptive leadership is a holistic and forward-thinking approach that aligns with the demands of the contemporary workplace.

These scenarios illustrate the diverse strategies and initiatives that organizations can adopt to modernize social and labor relations, creating a workplace that is responsive to the needs of both employers and employees in the contemporary business landscape.

5. Conclusions

The modernization of social and labor relations, coupled with effective conflict resolution strategies, represents a pivotal paradigm shift in contemporary workplaces. This research paper has delved into various approaches and scenarios that encapsulate the multifaceted nature of these transformations. From the adoption of flexible work arrangements to the integration of technology and a heightened emphasis on diversity and inclusion, organizations are navigating a dynamic landscape to foster more adaptive and inclusive work environments.

The literature explored the challenges and opportunities associated with these changes, acknowledging the profound impact of technological disruption, globalization, and the

evolving expectations of a diverse workforce. Moreover, the paper highlighted the significance of open communication, employee empowerment, and participatory decision-making as key enablers of positive social and labor relations. These elements collectively contribute to a workplace culture that values transparency, fairness, and continuous improvement.

The resolution of conflicts, another integral aspect of this modernization journey, necessitates a proactive and comprehensive approach. By implementing conflict resolution training, mediation services, and clear policies, organizations can create a foundation for addressing disputes in a constructive manner. Encouraging empathy, embracing diversity, and promoting a culture of open dialogue are essential components of conflict resolution strategies that align with the overarching goal of modernized social and labor relations.

As we navigate the complexities of the contemporary workforce, it is evident that successful modernization efforts require a holistic understanding of the diverse needs and expectations of employees. Organizations must remain agile, continually adapting policies and practices to create inclusive, engaging, and equitable workplaces. The empowerment of employees and the cultivation of a culture that values collaboration and individual contributions are central tenets in this transformative journey.

To conclude, the resolution of conflicts and the modernization of social and labor relations are not mere organizational goals but reflections of a commitment to human-centric values. By addressing conflicts with empathy, leveraging technology responsibly, and embracing diversity, organizations can forge a path toward sustainable success. In this new era of work, where the human experience takes center stage, the journey toward modernization becomes a collective endeavor, enriching the workplace for the benefit of individuals, organizations, and society as a whole.

References

Sodhi, J. S., & Plowman, D. H. (2002). The Study of Industrial Relations: A Changing Field. *Indian Journal of Industrial Relations, 37*(4), 459–485. http://www.jstor.org/stable/27767807

Legchilina, E. (2019). Designing of social and labor relations in the context of transformation: principles, organizational and institutional aspects. *Amazonia Investiga, 8*(21), 326-333. https://amazoniainvestiga.info/index.php/amazonia/article/view/109

Andriushchenko, A. I., & Yevdokimova, I. A. (2019). Social tensions in enterprises: the theoretical and methodological aspect of analysis. *Socioprostir, 8*, 45-50. https://periodicals.karazin.ua/socioprostir/article/view/12779

Hyatt, J., & Gruenglas, J. (2023). Ethical Considerations in Organizational Conflict. *IntechOpen.* doi: 10.5772/intechopen.1002645

Castellini, G., Consonni, D., & Costa, G. (2023). Conflicts in the workplace, negative acts and health consequences: evidence from a clinical evaluation. *Industrial health, 61*(1), 40-55. https://doi.org/10.2486/indhealth.2021-0283

Brummans, B. H., Higham, L., & Cooren, F. (2022). The work of conflict mediation: Actors, vectors, and communicative relationality. *Human relations; studies towards the integration of the social sciences, 75*(4), 764–791. https://doi.org/10.1177/0018726721994180

Randel, A. E. (2023). Inclusion in the Workplace: A Review and Research Agenda. *Group & Organization Management.* https://doi.org/10.1177/10596011231175578

Ferine, K. F., Aditia, R., M. F., Indri (2021). An empirical study of leadership, organizational culture, conflict, and work ethic in determining work performance in Indonesia's education authority. *Heliyon, 7*(7), e07698. https://doi.org/10.1016/j.heliyon.2021.e07698

Babalola, M. T., Stouten, J., Euwema, M. C., & Ovadje, F. (2018). The Relation Between Ethical Leadership and Workplace Conflicts: The Mediating Role of Employee Resolution Efficacy. *Journal of Management, 44*(5), 2037-2063. https://doi.org/10.1177/0149206316638163

Vallas, S. P. (1999). Rethinking Post-Fordism: The Meaning of Workplace Flexibility. *Sociological Theory, 17*(1), 68-101. http://www.jstor.org/stable/201927

Theron, I. (2013). Modernization of social-labor relations: scenarios, priorities, and effects. *Economic Annals-XXI, 7-8*(1), 97-100. http://ea21journal.world/index.php/ea-v131-26/

Trushkina, N., & Rynkevych, N. (2020). Modernization of organizational culture of enterprises in the epoch of digital transformations. *Agricultural and Resource Economics: International Scientific E-Journal, 6*(2), 144-173. https://doi.org/10.51599/are.2020.06.02.09

Borgia, M. S., Di Virgilio, F., La Torre, M., & Khan, M. A. (2022). Relationship between Work-Life Balance and Job Performance Moderated by Knowledge Risks: Are Bank Employees Ready? *Sustainability, 14*(9), 5416. https://doi.org/10.3390/su14095416

Lopuschnyak, H., Marshavin, Yu., Kitsak, T., Iastremska, O., & Nikitin, Yu. (2021). Modernization of social dialogue as an imperative for developing social responsibility by business organizations in Ukraine. *Problems and Perspectives in Management, 19*(1), 487-498. doi:10.21511/ppm.19(1).2021.41

Hu, A., Yan, Y., Tang, X., Liu, S. (2021). Modernization: China's Worldwide Influence and Contribution. In: *2050 China. Understanding Xi Jinping's Governance.* Springer, Singapore. https://doi.org/10.1007/978-981-15-9833-3_6

White, G. (2018). Reward Management. In: Farazmand, A. (eds) *Global Encyclopedia of Public Administration, Public Policy, and Governance.* Springer, Cham. https://doi.org/10.1007/978-3-319-20928-9_2543

Whyman, P., Baimbridge, M. & Mullen, A. (2014). Revisiting the European Social Model(s) Debate : Challenges and Prospects. *L'Europe en Formation, 372*, 8-32. https://doi.org/10.3917/eufor.372.0008

Orlovska, Y., & Morozova, S. (2019). Innovation Modernization of Ukraine's Economy Taking into Consideration the EU's Expirience. *Economics. Ecology. Socium, 3*, 41-54. https://doi.org/10.31520/2616-7107/2019.3.2-5

Fedorova, A., & Holovashchenko, O. (2023). Challenges as a Driving Force for the Modernization of Social Statehood in Europe. *Problems of Legality, 161*, 230-252. https://doi.org/10.21564/2414-990X.161.281091

Ozga, J.T. (2020). Elites and Expertise: The Changing Material Production of Knowledge for Policy. In: Fan, G., Popkewitz, T.S. (eds) *Handbook of Education Policy Studies*. Springer, Singapore. https://doi.org/10.1007/978-981-13-8347-2_3

Marks, G. N. (2009). Modernization Theory and Changes Over Time in the Reproduction of Socioeconomic Inequalities in Australia. *Social Forces, 88*(2), 917-944. http://www.jstor.org/stable/40645828

Antoniuk, D., & Bui, J. (2019). Social innovations: experience on implementation of projects of the leading world countries for Ukraine. *Management and Entrepreneurship: Trends of Development, 1*(07), 64-73. https://doi.org/10.26661/2522-1566/2019-1/07-07.

Antonyuk, V., & Pidorycheva, I. (2018). Priority vectors for the modernization of Ukrainian economu. *Strategic Panorama, 2*, 116-123. Retrieved from https://niss-panorama.com/index.php/journal/article/view/14

Ossewaarde, M. (2018). 'Crises of Modernity' Discourses and the Rise of Financial Technologies in a Contested Mechanized World. *Philosophy & Technology, 31*, 59-76. https://doi.org/10.1007/s13347-017-0255-5

Luo, Y., & Van Assche, A. (2023). The rise of techno-geopolitical uncertainty: Implications of the United States CHIPS and Science Act. *Journal of International Business Studies, 54*, 1423-1440. https://doi.org/10.1057/s41267-023-00620-3

Geary, J., & Nyiawung, J. (2022). The impact of Chinese investments on western multinational enterprises' work and employment practices: A consideration of institutional, political and dominance effects. *Human Relations, 75*(5), 842-870. https://doi.org/10.1177/0018726721998432

Helmersen, S. T. (2021). The Methodology of Formal Interpretations of Judicial Decisions by the International Court of Justice. *Nordic Journal of International Law, 90*(3), 312-342. https://doi.org/10.1163/15718107-bja10015

Nazarko, J., Ejdys, J., Halicka, K., Nazarko, Ł., Kononiuk, A., & Olszewska, A. (2017). Structural Analysis as an Instrument for Identification of Critical Drivers of Technology Development. *Procedia Engineering, 182*, 474-481. https://doi.org/10.1016/j.proeng.2017.03.137.

Gust-Bardon, N. I. (2015). The structural and functional analysis of innovation systems: outline of the Polish case. International Journal of Innovation and Regional Development, 6(1), 31-60. https://doi.org/10.1504/IJIRD.2015.067646

Dominicé, C. (1997). Methodology of International Law. In Belhumeur, J., & Condorelli, L. (Eds.), *L'ordre juridique international entre tradition et innovation*. Graduate Institute Publications. doi:10.4000/books.iheid.1334

Searcy, C., Karapetrovic, S., & McCartney, D. (2008). Application of a systems approach to sustainable development performance measurement. *International Journal of Productivity and Performance Management, 57*(2), 182-197. https://doi.org/10.1108/17410400810847429

Potts, R., Vella, K., Dale, A., & Sipe, N. (2016). Exploring the usefulness of structural–functional approaches to analyse governance of planning systems. *Planning Theory, 15*(2), 162-189. https://doi.org/10.1177/1473095214553519

Vivek, R., & Nanthagopan, Y. (2021). Review and Comparison of Multi-Method and Mixed Method Application in Research Studies. *European Journal of Management Issues, 29*(4), 200-208. https://doi.org/10.15421/192119

Kan, A. K. S., Adegbite, E., Omari, S. E., & Abdellatif, M. (2016). On the use of qualitative comparative analysis in management. *Journal of Business Research, 69*(4), 1458-1463. https://doi.org/10.1016/j.jbusres.2015.10.125

Jayathilaka, A. (2021) Ethnography and Organizational Ethnography: Research Methodology. *Open Journal of Business and Management, 9*, 91-102. doi: 10.4236/ojbm.2021.91005

von Lehn, D. (2019). Phenomenology-Based Ethnography for Management Studies and Organizational Analysis. *British Journal of Management, 30*(1), 188-202. https://doi.org/10.1111/1467-8551.12309

Tran, T. V., Lepistö, S., & Järvinen, J. (2021). The relationship between subjectivity in managerial performance evaluation and the three dimensions of justice perception. *Journal of Management Control, 32*, 369-399. https://doi.org/10.1007/s00187-021-00319-2

Tran, T.-V. & Järvinen, J. (2022) Understanding the concept of subjectivity in performance evaluation and its effects on perceived procedural justice across contexts. *Accounting & Finance*, e12916. https://doi.org/10.1111/acfi.12916

Ahmad, S., & Bajwa, I. A. (2021). The role of social entrepreneurship in socio-economic development: a meta-analysis of the nascent field. *Journal of Entrepreneurship in Emerging Economies*. https://doi.org/10.1108/JEEE-04-2021-0165

Edwards, P., & Hodder, A. (2022). Conflict and control in the contemporary workplace: Structured antagonism revisited. *Industrial Relations Journal, 53*(3), 220-240. https://doi.org/10.1111/irj.12363

Overton, A. R., & Lowry, A. C. (2013). Conflict management: difficult conversations with difficult people. *Clinics in colon and rectal surgery, 26*(4), 259-264. https://doi.org/10.1055/s-0033-1356728

Liao, Q., & Pandeli, J. (2023). When workplace humour turns into conflict: exploring HR practices in the case of conflict management. *Employee Relations, 45*(5), 1275-1298. https://doi.org/10.1108/ER-10-2022-0464

Baillien, E., Escartín, J., Gross, C., & Zapf, D. (2017) Towards a conceptual and empirical differentiation between workplace bullying and interpersonal conflict. *European Journal of Work and Organizational Psychology, 26*(6), 870-881. https://doi.org/10.1080/1359432X.2017.1385601

Hann, D., Nash, D., & Heery, E. (2019). Workplace conflict resolution in Wales: The unexpected prevalence of alternative dispute resolution. *Economic and Industrial Democracy, 40*(3), 776-802. https://doi.org/10.1177/0143831X16663013

Ilesanmi, A. (2017). Dynamics of Collective Bargaining in Resolving Conflict in Employment Relations. *Indian Journal of Industrial Relations, 52*(3), 372–385. https://www.jstor.org/stable/26536403

Sasikala, P., Santhiya, C., & Swetha, K. (2021). Conflict Management In Work Place. *Palarch's Journal Of Archaeology Of Egypt/Egyptology, 18*(8), 4749-4758.

Avgar, A. (2020). Integrating Conflict: A Proposed Framework for the Interdisciplinary Study of Workplace Conflict and Its Management. *ILR Review, 73*(2), 281-311. https://doi.org/10.1177/0019793919885819

Wheatley, D. (2012). Work-life balance, travel-to-work, and the dual career household. *Personnel Review, 41*(6), 813-831. https://doi.org/10.1108/00483481211263764

Olekalns, M., & Rees, L. (2020). Workplace affect, conflict, and negotiation. In L.-Q. Yang, R. Cropanzano, C. S. Daus, & V. Martínez-Tur (Eds.), *The Cambridge handbook of workplace affect* (pp. 257-269). Cambridge University Press. https://doi.org/10.1017/9781108573887.020

Noh, S.-C., & Hebdon, R. (2023). Unbundling workplace conflict: Exploring the relationship between grievances and non-strike industrial actions and the moderating effect of voice mechanisms. *Journal of Industrial Relations, 65*(1), 22-43. https://doi.org/10.1177/00221856221099788

Prenzel, P. V., & Vanclay, F. (2014). How social impact assessment can contribute to conflict management. *Environmental Impact Assessment Review, 45*, 30-37. https://doi.org/10.1016/j.eiar.2013.11.003

Nemțeanu, M.-S., & Dabija, D.-C. (2023). Negative Impact of Telework, Job Insecurity, and Work–Life Conflict on Employee Behaviour. *International Journal of Environmental Research and Public Health, 20*(5), 4182. https://doi.org/10.3390/ijerph20054182

Javeria, I., Fozia, M., & Sania, S. (2023). Interpersonal conflicts at work and knowledge hiding: Moderating role of interactional justice and mediating role of workplace well-being. *Pakistan Journal of Commerce and Social Sciences, 17*(1), 135-161. https://www.econstor.eu/bitstream/10419/270923/1/4489.pdf

Haq, I. U. (2011). The Impact of Interpersonal Conflict on Job Outcomes: Mediating Role of Perception of Organizational Politics. Procedia - Social and Behavioral Sciences, 25, 287-310. https://doi.org/10.1016/j.sbspro.2011.10.549

Lawless, J., & Trif, A.(2016). Managing interpersonal conflicts at work by line managers. *The Irish Journal of Management, 35*(1), 74-87. https://doi.org/10.1515/ijm-2016-0005

Schmidt, S., Roesler, U., Kusserow, T., Renate Rau, R. (2014). Uncertainty in the workplace: Examining role ambiguity and role conflict, and their link to depression – a meta-analysis. *European Journal of Work and Organizational Psychology, 23*(1), 91-106. https://doi.org/10.1080/1359432X.2012.711523

Di Pietro, L., & Di Virgilio, F. (2013) The Role of Organizational Culture on Informal Conflict Management. International Journal of Public Administration, 36(13), 910-921. https://doi.org/10.1080/01900692.2012.701150

Uwannah, N. C., Egwuonwu, C. O. K., & James, N. C. (2022). Job autonomy, workload and home-work conflict as predictors of job satisfaction among employed women in academia. *European Journal of Educational Management, 5*(1), 35-48. https://doi.org/10.12973/eujem.5.1.35

Glilekpe, E. E., Anlesinya, A., Nyanyofio, G. J. N. T., Adeti, S. K., & Malcalm, E. (2022). Workplace Conflict and Job-related Wellbeing Among Local Government Servants: The Role of Job Resources. *FIIB Business Review.* https://doi.org/10.1177/23197145221105983

Arend, R. J. (2019). Conflicts of Interest as Corrupting the Checks and Balances in the Postpublication Oversight of Academic Business Journals. *Journal of Management Inquiry, 28*(1), 57-66. https://doi.org/10.1177/1056492617715323

Monyei, F. E., Ezinwa, P. N., Agbaeze, E. K., Ukpere, W. I., Ugbam, C. O., & Ndu, V. (2023). Workplace conflict and the productivity of employees in the healthcare sector: A case study. *Corporate Governance and Organizational Behavior Review, 7*(3), 70-79. https://doi.org/10.22495/cgobrv7i3p6

Rehman, N. (2017). A Complementary Relationship between Networks and Organizational Innovation Activities: Evidence from Chile. *Journal of Innovation Economics & Management, 23*, 83-106. https://doi.org/10.3917/jie.pr1.0002

De Spiegelaere, S., & Van Gyes, G. (2012). Employee-Driven Innovation and Industrial Relations. In: Høyrup, S., Bonnafous-Boucher, M., Hasse, C., Lotz, M., Møller, K. (eds) *Employee-Driven Innovation.* Palgrave Macmillan, London. https://doi.org/10.1057/9781137014764_12

Giuffrida, M., Jiang, H., & Mangiaracina, R. (2021). Investigating the relationships between uncertainty types and risk management strategies in cross-border e-commerce logistics. *The International Journal of Logistics Management, 32*(4), 1406-1433. https://doi.org/10.1108/IJLM-04-2020-0158

Berg, J., Green, F., Nurski, L., & Spencer, D. A. (2023). Risks to job quality from digital technologies: Are industrial relations in Europe ready for the challenge? *European Journal of Industrial Relations, 29*(4), 347-365. https://doi.org/10.1177/09596801231178904

Danford, A., Richardson, M., Stewart, P., Tailby, S., & Upchurch, M. (2005). Modernization and Workplace Relations. In: *Partnership and the High Performance Workplace. The Future of Work Series.* Palgrave Macmillan, London. https://doi.org/10.1057/9780230501997_1

Venkataraman, A. (2023). Employment Relations Past, Present and Future: Demise or Resurrection in India? *NHRD Network Journal, 16*(1), 32-50. https://doi.org/10.1177/26314541221134861

De Stefano, V., & Doellgast, V. (2023). Introduction to the Transfer special issue. Regulating AI at work: labour relations, automation, and algorithmic management. Transfer: *European Review of Labour and Research, 29*(1), 9-20. https://doi.org/10.1177/10242589231157656

Chaykowski, R. P. (2002). Globalization and the Modernization of Canadian Labour Policy. *Canadian Public Policy / Analyse de Politiques, 28*(1), 81–91. https://doi.org/10.2307/3552162

Lindell, E., Popova, I., & Uhlin, A. (2022). Digitalization of office work – an ideological dilemma of structure and flexibility. *Journal of Organizational Change Management, 35*(8), 103-114. https://doi.org/10.1108/JOCM-01-2022-0014

Gusarov, S. M., & Melnyk, K. Y. (2023). Protection of personal data of the employee. *Law and Safety, 89*(2), 133-144. https://doi.org/10.32631/pb.2023.2.12.

Lee, H. J., Probst, T. M., Bettac, E. L., Jenkins, M. R., & Bazzoli, A. (2023). The Use of Flexible Work Arrangements: Examining Experiences of Perceived Backlash Through the Lens of Diversity. *Group & Organization Management.* https://doi.org/10.1177/10596011221150025

Wang, L, & Xie, T. (2023). Double-Edged Sword Effect of Flexible Work Arrangements on Employee Innovation Performance: From the Demands – Resources – Individual Effects Perspective. *Sustainability, 15*(13), 10159. https://doi.org/10.3390/su151310159

Soga, L. R., Bolade-Ogunfodun, Y., Mariani, M., Nasr, R., & Laker, B. (2022). Unmasking the other face of flexible working practices: A systematic literature review. *Journal of Business Research, 142*, 648-662. https://doi.org/10.1016/j.jbusres.2022.01.024

Seo, J. (J)., & Kim, E. E. K. (2023). Flexible work systems: preparing employees for the new normal. *Journal of Business Strategy.* https://doi.org/10.1108/JBS-10-2022-0175

Zirar, A., Ali, S. I., & Islam, N. (2023). Worker and workplace Artificial Intelligence (AI) coexistence: Emerging themes and research agenda. *Technovation, 124*, 102747. https://doi.org/10.1016/j.technovation.2023.102747

Vuchkovski, D., Zalaznik, M., Mitręga, M., & Pfajfar, G. (2023). A look at the future of work: The digital transformation of teams from conventional to virtual. *Journal of Business Research, 163*, 113912. https://doi.org/10.1016/j.jbusres.2023.113912

Lee, M., & Kim, B. (2023). Effect of Employee Experience on Organizational Commitment: Case of South Korea. *Behavioral Sciences, 13*(7), 521. https://doi.org/10.3390/bs13070521

Parmer, W. J. (2023). Meaningful Work and Achievement in Increasingly Automated Workplaces. *The Journal of Ethics.* https://doi.org/10.1007/s10892-023-09434-9

Confetto, M.G., Ključnikov, A., Covucci, C., & Normando, M. (2023). Diversity and inclusion in employer branding: an explorative analysis of European companies' digital communication. *Employee Relations, 45*(7), 121-139. https://doi.org/10.1108/ER-11-2022-052

McCarthy, J., Bosak, J., Cleveland, J.N., & Parry, E. (2023). Diversity and Inclusion. In: Lynn, T., Rosati, P., Conway, E., van der Werff, L. (eds) *The Future of Work. Palgrave Studies in Digital Business & Enabling Technologies.* Palgrave Macmillan, Cham. https://doi.org/10.1007/978-3-031-31494-0_7

Colvin, A. J. S. (2004). The Relationship between Employee Involvement and Workplace Dispute Resolution. *Relations Industrielles / Industrial Relations, 59*(4), 681-704. http://www.jstor.org/stable/23077615

Barker Scott, B. A., & Manning, M. R. (2022). Designing the Collaborative Organization: A Framework for how Collaborative Work, Relationships, and Behaviors Generate Collaborative Capacity. *The Journal of Applied Behavioral Science.* https://doi.org/10.1177/00218863221106245

Nugroho, M. A. (2018). The effects of collaborative cultures and knowledge sharing on organizational learning. Journal of Organizational Change Management, 31(5), 1138-1152. https://doi.org/10.1108/JOCM-10-2017-0385

Janekarn, C., Lounkaew, K., Popattanachai, N., Thanyasiri, D., Charunphankasem, R., Suwannasri, S., & Wattana, T. (2021). The Study on the Collaborative and Proactive Conflict Resolution System for settling Disputes in Case of Resource Struggle from the Conflicting Economic and Social Development. *Journal of Thai Justice System, 14*(3), 171-195. https://so04.tci-thaijo.org/index.php/JTJS/article/view/253501

Kuluski, K., Reid, R. J., & Baker, G. R. (2021). Applying the principles of adaptive leadership to person-centred care for people with complex care needs: Considerations for care providers, patients, caregivers and organizations. *Health expectations : an international journal of public participation in health care and health policy, 24*(2), 175-181. https://doi.org/10.1111/hex.13174

Seibel, M., Kaufman, E. K., Cletzer, D. A., & Elliott-Engel, J. (2023). Advancing Adaptive Leadership Through Adaption-Innovation Theory: Enhancements to The Holding Environment. *Journal of Leadership Studies, 17*, 23-29. https://doi.org/10.1002/jls.21841