

REVIEWER'S REPORT

Manuscript No.: IJAR-59475

Title: The Ergonomics of Conflict in Healthcare: An HRM Framework for Understanding and Preventing Workplace Violence against Medical Professionals.

Recommendation:

Accept as it is

Accept after minor revision.....

Accept after major revision

Do not accept (*Reasons below*)

Rating	Excel.	Good	Fair	Poor
Originality		✓		
Techn. Quality		✓		
Clarity			✓	
Significance		✓		

Reviewer's ID: JPR-130

Detailed Reviewer's Report

1. Overall Evaluation

The manuscript addresses a significant and socially relevant issue concerning workplace violence against healthcare professionals. The study presents an interesting perspective by integrating ergonomics and Human Resource Management (HRM) to examine workplace conditions, conflict escalation, employee safety, and psychological well-being. The proposed framework highlights the importance of preventive measures rather than relying solely on legal and disciplinary actions after violent incidents. The inclusion of real-life cases strengthens the practical relevance of the study. However, the manuscript requires improvements in its theoretical foundation, methodological clarity, organisation, and presentation of findings. Greater attention to academic literature and a more systematic cross-case analysis would improve its scholarly contribution.

2. Strengths

1. Relevance of the Topic: The study addresses the growing concern of workplace violence against healthcare professionals and its implications for employee safety, organisational effectiveness, and patient care.

2. Innovative Research Perspective: The integration of ergonomics and HRM provides a useful perspective for understanding workplace violence beyond conventional legal and security approaches.

3. Practical Case Analysis: The inclusion of reported incidents involving healthcare professionals provides practical illustrations of workplace vulnerabilities and organisational challenges.

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4. Comprehensive HRM Framework: The study identifies important factors such as workload, communication barriers, occupational stress, workplace design, security deficiencies, and organisational support.

5. Practical Recommendations: The recommendations concerning employee protection, conflict prevention, security arrangements, psychological support, and organisational learning are relevant to healthcare management.

3. Areas for Improvement

1. Research Gap and Novelty: The research gap should be presented more clearly by explaining how the proposed ergonomics–HRM framework differs from existing workplace violence prevention models.

2. Literature Review: The manuscript requires a more comprehensive review of recent peer-reviewed studies on healthcare workplace violence, ergonomics, occupational stress, and HRM practices.

3. Research Methodology: The methodology should clearly specify the number of cases examined, case selection criteria, data collection period, coding procedures, and thematic analysis techniques to improve research transparency.

4. Case Analysis and Findings: The cross-case analysis should be strengthened with more systematic comparisons and supporting evidence. The manuscript should clearly distinguish between reported facts, findings from published studies, and the author's interpretations.

5. Repetition and Organisation: Several sections, particularly the research gap, conceptual framework, findings, and recommendations, contain repeated discussions. These sections should be consolidated to improve clarity and readability.

6. Theoretical Framework: The relationship between ergonomic factors, conflict escalation, workplace violence, and HRM outcomes should be explained through a more structured theoretical model. The relevance of the Blue Ocean–Red Ocean perspective should also be justified.

7. Data Interpretation: The manuscript should avoid presenting conceptual relationships as established causal findings. The illustrative graph concerning fatigue and performance should clearly explain the basis of its numerical values.

8. References and Formatting: The reference list should be expanded with relevant academic publications and formatted consistently according to the journal's guidelines. All case details, statistical findings, and legal developments should be supported by verifiable sources.