

Workplace Conflict and Performance of Organizations

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ABSTRACT

This paper reviews conflict and conflict management strategies for achieving optimal organizational development. Conflict in literature is an inherent occurrence at the workplace whose management can tilt the organization's performance scale. Understanding conflict in an organizational context, how it manifests, and its impact can help organizations anticipate and de-risk its potential negative impact on performance. This paper reviews the evolving place of conflict in organizational development, analyzes differing perspectives, and highlights documented best practices and models to address conflict and its manifestations in organizations.

Further, it expounds how conflict, when not managed well, can lead to a hostile environment that negatively impacts performance. It underscores the need for organizations to proactively identify hostility in the workplace and design effective strategies to manage and resolve conflicts to enhance a productive and positive work environment. We also review the various conflict resolution models that have been proposed, their core application frameworks, and the multiple contexts where these models are applied in organizations to resolve conflicts. Organizational leadership is further recognized as a critical facilitator of systems and strategies to identify conflicts and hostility in the workplace. We also review and propose systems that focus on enhancing communication through policy and staff training to foster and maintain a positive work environment that minimizes the potential negative impact of workplace hostility. Thus, the scope of this paper will look at workplace conflict and hostile work environments and propose solutions to ensure the organization continues to thrive.

Key Words: Conflict management, hostile work environment, conflict resolution model

INTRODUCTION AND BACKGROUND OF THE STUDY

The current workplace involves diverse people with different and unique backgrounds, goals, and perspectives. As a result, conflict differences arise as individuals navigate their work dynamics and roles alongside responsibilities. These differences or conflicts range from minor disagreements to escalated disputes that affect the harmony of the workplace environment. Due to such work dynamics, there is a need to recognize how conflicts occur in the workplace, types of disputes, what causes conflicts and impacts of unresolved workplace conflicts, and identify effective processes and strategies alongside approaches that can be adopted to resolve conflicts and have a healthy work environment for all. Although all employees work unanimously based on shared business purpose and set objectives, differences occur due to economic status, priorities, social status, religion, and culture, which may lead to personality clashes and miscommunication alongside bullying among employees (Chen et al., 2020) Potentially, workplace conflict may disrupt work processes and flows, affect performance and lead to employee absenteeism.

Bingham (2020) shared that workplace conflicts cannot be avoided, and their impacts on the organization may be favorable or unfavorable. Workplace conflict is confusion or disagreement caused by individual differences in values, needs, relationships, and resources. Tension occurs when individuals interact in the workplace and differ on critical perspectives. It is due to this observation that Chen et al. (2020) acknowledges the need for organizational management to assess the causes of workplace conflict, how to identify hostile environments and

their impacts, and adopt critical strategies tailored to mitigate workplace conflicts. This is possible by promoting an inclusive environment that enhances the free flow of information and interpersonal relationships amongst the employees to encourage higher morale and productivity. Management can achieve an inclusive and healthy workplace for all employees by resolving identified conflicts and managing the occurrence of such conflicts through a progressive and inclusive framework. By proactively understanding and addressing workplace conflicts, organizations can create a healthier, more supportive, and more productive work environment that harnesses the positive aspects of conflict while mitigating its adverse effects.

Different researchers have extended their scholarly findings to support the idea that a hostile work environment affects employee performance because of reduced morale and self-esteem when performing tasks as assigned. Research by Einarsen et al. (2020) indicates that hostile work environments are characterized by discrimination, harassment, bullying, and persistent interpersonal conflicts. Such issues manifest in the workplace because of a lack of early assessment of the toxic work environment and increased poor communication among employees and management. Management can identify a toxic work environment by adopting different approaches. Marchington & Wilkinson (2021) asserts that reviewing complaint records, conducting employee feedback and interviews, observing employee behavior, and monitoring interpersonal dynamics in the work environment can help management identify toxic work environments.

The most current case of conflict is the Independent Electoral and Boundaries Commission under the Wafula Chebukati Commission in Kenya. Due to the political interest deal-making influenced by external and internal conflicts, internal wrangles were experienced after the 2013 general elections between the commission and the secretariat. As a result of the conflict, commissioner Akombe resigned, followed by three other commissioners (Ezra Chiloba vs Wafula Wanyonyi Chebukati, 2018). Also, the Rose vs National Gender and Equality Commission 2018 highlights the effects of workplace conflicts. In this case, the NGEC terminated employee contracts, including the CEO, due to gross misconduct related to procurement mismanagement. The dispute affected the internal relations of the commission but also led to a substantial legal penalty of 20 million by the court due to unlawful termination (Rose v National Gender & Equality Commission, 2018).

A lot needs to be done from all levels of management to manage workplace conflicts. According to Forsyth (2020), management can manage conflicts using any of the strategies supported by scholars, which has proven effective in some cases. These include collaboration, compromise, avoidance, forcing, third-party intervention, structural changes within management, accommodating alongside job rotation, and other approaches. Various models describe how each strategy and different forms of these approaches can be applied, and these include The Thomas-Kilmann Conflict Mode Instrument (TKI) and The Four-Dimensions Model, which can guide the management on how to achieve the best out-of-conflict management processes and strategies adopted.

OBJECTIVES

This paper is tailored to achieve the following objectives:

To explore the multifaceted nature of workplace conflict and examine diverse types of conflict such as affective conflict, substantive conflict, conflicts of interest, and conflicts of values.

To assess the characteristics of hostile work environments, where overt forms of conflict include shouting, bullying, and harassment.

To investigate workplace conflict's root causes, analyze how personal agendas, resource competition, and ineffective communication contribute to friction within organizations.

To examine the consequences of conflict on individuals, team dynamics, and organizational effectiveness, highlighting the negative impacts and the potential opportunities for growth and improvement.

To assess strategies for anticipating conflict in an organization, propose conflict resolution models, and reduce the risk of conflict by implementing clear policies and practical conflict management techniques. These strategies include fostering an inclusive workplace culture, establishing robust communication channels, and training managers and employees on conflict resolution.

Conceptual Framework: Workplace Conflict and Organizational Performance

This conceptual framework is exceptionally written to analyze the impacts of various workplace conflicts, personal, task, value, and process conflicts, on organizational performance. This framework focuses on non-financial performance outcomes, such as achieving organizational goals and an error-free work environment. This approach aligns directly with my research topic by allowing for a structured analysis of the relationship between workplace conflicts and organizational outcomes.

The framework deals with some of the critical research questions outlined below:

1. How do the personal, task, value, and process conflicts affect organizational performance?
2. To what extent do any moderating factors, like organizational culture and leadership style, have in these relationships?
3. How do various types of conflict impact organizational performance via employee job satisfaction and team cohesion as mediating or linking variables?
4. This framework effectively guides exploring these questions by integrating multiple variables and their interrelationships.

These constructs in the framework are still relevant to the context of divergent and complex organizational environments that often experience conflicts because of differences in goals, values, and processes. The study is within an organizational context where what is critical is the extent of meeting targets and the ensured accuracy of work processes.

Feasibility of Operationalizing Constructs

The constructs in this framework—personal conflict, task conflict, value conflict, and process conflict—are operationalizable using validated measurement tools such as employee surveys and performance metrics. Measurement variables of these tools can capture the existence of the conflicts and elicit, with fair measurements, their impact on organizational performance, including non-financial indicators such as target achievement and error rates.

Components of the Framework

Independent Variables

Personal Conflict: Interpersonal disputes and personality clashes (De Dreu & Weingart, 2003).

Task Conflict: How the task must be performed and opinions concerning issues involved in the task performance process (Jehn, 1995).

Value Conflict: It is a disagreement arising from variations in personal or organizational values (Katz & Kahn, 1978).

Process Conflict: A dispute over the processes and methods used for performing tasks (Behfar et al., 2011).

Dependent Variable

Organizational Performance

Non-Financial Performance Indicators:

Meeting Targets: The degree of fulfillment of the set organizational goals and objectives regarding targets set by Kaplan & Norton, 1996.

Error-Free Environment: This is the accuracy and effectiveness of organizational processes, quantified in terms of low error rates, as elaborated by Tucker & Edmondson, 2003.

Moderating Variables:

Organizational Culture: these include shared values, beliefs, and practices that guide behavior and organizational ways of managing conflict, as described by Schein, 2010.

Leadership Styles: The style used by leaders when managing their respective teams may modify the effect of conflict on the team's overall performance.

Conflict Management Strategy: How the organization manages or eliminates conflict (Rahim, 2002).

Mediating Factor

Employee Job Satisfaction: This refers to the degree of an employee's satisfaction with his job, one of the variables that mediate the influence of conflicts on performance in the work domain. As Locke mentioned, this was introduced in 1976.

Team Cohesion: The extent to which each is attached to the remaining team members is the variable that mediates the influence of conflicts on performance. Carron and Brawley have considered this since the year 2000.

Communication Quality: Degree of the adequacy of communication among organization members – how conflicts are perceived or dealt with – Robbins and Judge, 2013
Opinion Control Variables Organizational Size: Size of organization – likely to have an impact on the dynamics and performance of conflicts Blau & Schoenherr, 1971

Industry: Type of industry organization is involved– that influences the nature and effect of conflicts Porter, 1980.

Tenure: The extent to which employees have been with the organization influences how conflicts are experienced and managed. Katz, 1980

Geographic Location: The cultural and regional context in which the organization operates affects the conflict dynamics and organizational performance. Hofstede, 1980

Conceptual Framework

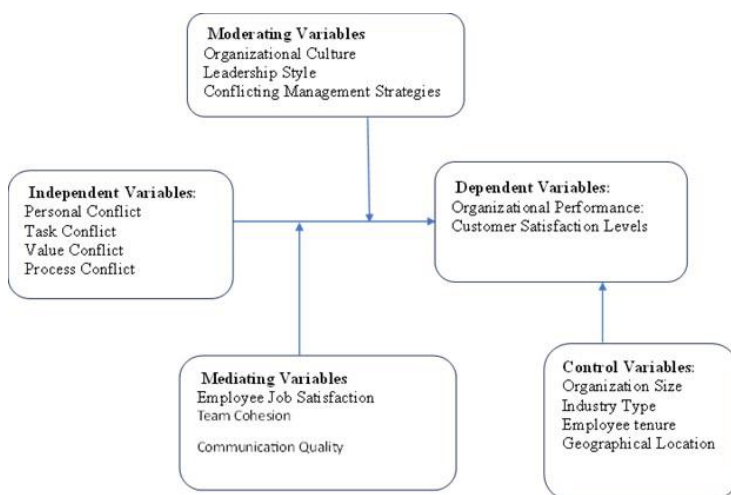


Figure 1 Conceptual Framework

Explanation of Relationships

Direct Relationships

Personal Conflict, Task Conflict, Value Conflict, and Process Conflict have direct influences on Organizational

Performance. For instance, personal conflicts might hinder a team's performance, while task conflicts could bring innovation in the case of proper management, De Dreu and Weingart, 2003; Jehn, 1995.

Mediation effect

Employee Job Satisfaction, Team Cohesion, and Communication Quality moderate the relationship between conflicts and performance. Effective communication can reduce misunderstanding and lighten the negative influences of conflicts (Robbins & Judge, 2013).

Moderating Effect

Organizational Culture, Leadership Style, and Conflict Management Strategies will moderate how each conflict influences organizational performance. Organizations with a positive culture and strong leadership can help turn conflicts into growth opportunities.

Control Variables

These include organizational size, type of industry, length of service of employees, and geographical location as control variables, which help capture the exogenous factors that can influence the relationship between conflict and performance and ensure the exogeneity of the observed effects on the variables of interest.

METHODOLOGY

This paper employed a positivist paradigm to review the existing literature of published research publications and reports to understand organizational conflicts and propose models to resolve these conflicts. This paradigm emphasizes objectivity through the collection, collation, and comparison of secondary sources of data in published journals, building logic through analysis, comparing articles on the subject, and identifying universal truths through empirical evidence.

Literature Sources and Review Process

The literature search was guided by positivist principles that focused on empirical and peer-reviewed work and the openness of grounded theory to construct emerging themes. The authors used quantitative methods to review articles, identifying critical variables like types and causes of conflict, the effect of conflict, and conflict management on the performance of an organization. They evaluated the impact of conflict on performance and conflict management strategies and their application under different circumstances. Available academic databases that provide different data and supporting sources, such as Google Scholar and JSTOR, guided the literature search using key terms, primarily conflict, conflict management, conflict resolution models, and strategies.

Selection Criteria

A structured set of inclusion and exclusion criteria was employed to ensure rigor in the review, prioritizing studies presenting quantitative data aligned with the positivist paradigm's focus on objectivity. Fifteen articles were selected from thirty articles written on the theme subject of conflict and conflict management. Selected articles were reviewed to gather information from these studies on the relationship and effect of conflict on organizations' performance. The review covered a wide range of conflict types, including task, relationship, process, and value disputes, as well as conflict management strategies, including models and techniques to ensure comprehensive field coverage.

Data Analysis and Synthesis

Thematic analysis of the literature was structured around the assumptions and principles of positivism and grounded theory. The literature was coded based on predefined categories such as causes and types of conflict and conflict resolution strategies. Quantitative studies were examined for patterns of causality, effectiveness, and impact. Further, the data were also open-coded to allow new themes and insights to emerge. This interactive

process led to identifying core themes, such as conflict and conflict management concepts, diverse conflicts and their contexts, and the effects of conflict on performance.

Limitations of Study Methods

While the positivist paradigm ensures rigor and objectivity, the reliance on secondary data introduces inherent limitations. Though effective in generating new concepts, the grounded theory approach may result in interpretations built on the available literature, and emerging themes may not be thoroughly evaluated in empirical settings. The focus on published and peer-reviewed literature could also exclude significant insights from non-traditional or marginalized sources.

EMPIRICAL REVIEW SUMMARY: WORKPLACE CONFLICT AND ORGANIZATIONAL PERFORMANCE.

Conflict at work is a natural and ever-changing part of working in an organization that results from disparities in the objectives, principles, and worldviews of individuals and groups that make up an organization (De Dreu & Weingart, 2003). Even though it is frequently seen negatively, when identified and resolved promptly, conflict can spur creativity, change, and better organizational performance (Amason, 1996). Conversely, mishandled disputes can result in low morale, diminished output, and a hostile work atmosphere, negatively affecting performance (Jehn, 1997).

There is a complicated and multidimensional relationship between workplace conflict and organizational effectiveness. This field's research aims to comprehend conflict sources, impacts, and management techniques to improve organizational outcomes. Task, relational, and process conflicts are only a few that exist, and each has a unique effect on performance.

Empirical research has demonstrated that relational conflict, which incorporates personal grievances, hurts team dynamics and overall performance. However, task conflict, which concentrates on work-related concerns, can occasionally lead to better decision-making and innovation (Jehn & Mannix, 2001). Depending on how it is managed, process conflict differences about how things should be done can either improve or impede performance (Behfar, Peterson, Mannix, & Trochim, 2008).

Furthermore, how conflict is viewed and managed depends greatly on business culture, leadership, and communication techniques (Tjosvold, 2008). Businesses that promote an open culture where disagreements are resolved amicably typically outperform those that repress or disregard disagreements (DeChurch & Marks, 2001).

The purpose of this empirical study is to review the body of this research on workplace conflict and organizational performance. It highlights essential discoveries, points out knowledge gaps, and suggests how businesses might maximize the benefits of conflict while minimizing its drawbacks (Rahim, 2002). This review looks at various research from diverse industries and contexts to provide a basis for understanding the complex relationship between conflict and performance, along with evidence-based recommendations.

The results of many studies are summarized in this empirical review, which also examines successful conflict resolution techniques and shows how various forms of conflict impact organizational outcomes (Johnson & Johnson, 2021).

Conflict types in the workplace and their effects

1. Task conflicts.

Disagreement over tasks and goals related to the workplace has been demonstrated to have both beneficial and detrimental effects on the performance of organizations. Jehn (1995) discovered that by promoting a variety of viewpoints and critical thinking, task conflict at a modest level can improve team performance. However, De Dreu and Weingart (2003) warn that too much task conflict can sour team morale and cause irritation, which can eventually impair output. The conceptual framework highlights that improved decision-making procedures and

more extensive analysis can only achieve higher project completion rates and innovation levels.

It can thus be argued that task conflict, for example, might be advantageous for the conversation rate key performance indicator, which gauges how well ideas and plans are translated into successful outputs. When teams discuss constructively, they are more likely to consider various options or possibilities before deciding on the best course of action, improving customer satisfaction and conversion rates overall.

However, these beneficial effects of task conflict depend on how severe it is and how well it is managed. According to De Dreu et al. (2003), excess and long-standing task conflict can cause dissatisfaction, and lower team morale can create a stressful work atmosphere, hence leading to more excellent attrition rates and making it harder to attract talent, thus hurting performance measures like employee turnover rate and time to hire.

Moreover, escalating task conflicts can impair workflow effectiveness and cause delays in project completion. Teams who find it difficult to agree on goals and hence miss important deadlines may exhibit negative trends in the schedule variance key performance indicators, which measure departures from project timelines. This is consistent with research by DeChurch and Marks (2001), who pointed out that inefficiencies and resource waste caused by unresolved task conflicts may result in net profit margin and overall productivity.

These findings are consistent with the concept that moderate task conflicts positively influence organizational performance, while excessive conflicts are detrimental. Jehn (1995) states moderate task conflicts can improve performance by encouraging creativity and better decision-making. However, as De Dreu and Weingart (2003) show, task conflicts can harm key performance indicators like employee turnover, project timelines, and overall performance when they become excessively intense.

This supports the hypothesis that task conflicts can have two different effects on organizational performance depending on how it is managed and how intense it is.

2. Relationship conflict.

Relationship disputes often harm an organization's performance and result from interpersonal differences. According to Simons and Peterson (2000), these disagreements frequently lead to negative feelings, decreased teamwork, and reduced job satisfaction. Relationship conflicts present a significant obstacle for managers trying to keep their workplace productive because of their destructive character.

According to Jehn's (1997) research, these disputes damage team cohesiveness and morale, affecting employee satisfaction and turnover rates. Personal conflicts among team members frequently lead to reduced productivity and project completion rates because emotional stress impairs coordination and focus (De Dreu & Weingart, 2003)

Even though relationship conflicts are usually detrimental, some research indicates that successfully resolving them can strengthen interpersonal ties and improve communication, increasing long-term customer satisfaction. This is rare, though, and it depends significantly on conflict resolution techniques (DeChurch & Marks, 2001).

These findings support the concept that relationship conflicts negatively impact organizational performance and are detrimental to organizational outcomes since they predominantly affect essential performance metrics, including employee happiness and productivity, as demonstrated by Jehn (1997) and De Dreu and Weingart (2003).

3. Process conflict.

Process conflicts are differences in the protocols and techniques employed to carry out tasks that can result in inefficiencies. As shown by Behfar, Peterson, Mannix, and Trochim (2008), process conflicts can result in more defined roles and enhanced organizational processes when handled positively. Disagreements over how activities should be performed give rise to process disputes, which, if managed well, can improve organizational performance. DE Dreu and Weingart (2003) claim that when disputes are settled amicably, they can spur increased productivity and creativity, which benefits vital performance indicators like cycle time and process

efficiency. Optimal procedures and improved resource utilization frequently resolve process disputes successfully (DeChurch & Marks, 2001).

Nevertheless, performance might also be hampered by unresolved process issues. Long-term disputes over procedures can impede progress and disturb workflows, which can harm schedule variance and project completion rates, according to Jehn (1997). Teams might experience difficulties managing expenses and allocating resources, resulting in lower output and higher operating expenses (Behfar, Peterson, Mannix, & Trochim, 2008).

There is evidence to support the theory that process conflicts can have both positive and negative impacts on organizational performance. Research from the literature demonstrates that although effectively managed process conflicts can spur an increase in productivity and creativity, they can also result in inefficiencies and delays if not handled appropriately. This double effect supports the theory and emphasizes how crucial good conflict resolution is.

4. Value Conflicts.

When people or groups differ fundamentally about the guiding ideals and ideas that direct their behavioral conflicts result. These disputes can provide serious difficulties in organizational contexts since they frequently reveal more profound ideological divides. Value conflicts can affect how well a team works, communicates, and performs. This can significantly impact crucial factors like staff morale and cohesiveness (Jehn, 1997).

Value conflicts arise when individuals hold underlying disagreements about their views and values, which frequently harm the functioning of organizations. Jehn (1997) asserts that these disputes can undermine staff morale and team cohesion, impacting key performance indicators, including project completion rates and employee satisfaction. Conflicts among team members on fundamental beliefs can produce a toxic work atmosphere that lowers output and increases employee turnover (De Dreu & Weingart, 2003).

Value conflicts can occasionally promote more in-depth conversations and a thorough comprehension of various points of view, which can lead to creative fixes and advancements. It is less prevalent and depends on management and resolution techniques that work (DeChurch & Marks, 2001).

Because they are linked to people's identities, conflicts arising from disparities in values and beliefs are complicated. Value conflicts are sometimes the hardest to solve and can harm the performance of the entire organization (Jehn, Northcraft, & Neale, 1999).

The evidence is consistent with the arguments that value conflicts harm organizational performance. Value conflicts validate the conclusion that they are more detrimental than advantageous to organizational performance, as demonstrated by Jehn (1997) and De Dreu and Weingart (2003), which show that value conflicts primarily result in adverse outcomes in key performance indicators like team cohesion and productivity.

Impact on Organizational Performance.

Organizational performance and conflict at work have a complicated relationship. Well-managed conflict can spur creativity and enhance decision-making, but poorly managed conflict can result in a toxic work atmosphere, higher turnover, and lower productivity.

A meta-analysis conducted in 2003 by De Dreu and Weingart revealed that relationship conflicts typically had a detrimental effect on team performance. Similarly, Amason and Sapienza (1997) emphasized that unresolved disputes frequently result in declining team trust and cooperation.

When managed skillfully, some conflicts, especially those about tasks, can result in advantageous consequences. Task conflicts can improve team performance and creativity when kept to a reasonable level, according to research by Jehn and Bendersky (2003). This study presents a mixed bag of findings on the impact of conflict on organizations' performance, with significantly more evidence showing how organizations' outputs and results are likely to be negatively impacted. It is evident, though, that other variables, such as the magnitude of the

conflict and the effectiveness of the conflict resolution, determine the effect and impact of the conflict on organizational performance.

Conflict Management Strategies and Organizational Performance.

1. The Thomas -Kilman Conflict Mode Instrument (TKI)

Five conflict-handling styles are identified by Thomas and Kilman (1974) in their TKI framework: competing, collaborating, compromising, avoiding, and accommodating. Every modality has its proper place in various circumstances, and successful conflict resolution frequently calls for a flexible strategy that adjusts to the particulars of the dispute.

2. Open communication.

Open and transparent communication must be encouraged inside the company to avoid misunderstandings and settle disputes early. Eisenhardt, Kahwajy, and Bourgeois (1997) stress the significance of creating an environment where staff members feel free to voice their problems and thoughts.

3. Conflict Resolution Training.

Giving managers and staff the tools they need to resolve conflicts amicably requires investing in conflict resolution training. According to Lipsky, Seeber, and Fincher (2003), companies with highly skilled and motivated employees are better equipped to manage conflicts to minimize disruption and foster favorable results.

4. Mediation and Leadership Development.

Two efficient methods for settling conflicts and preserving a pleasant work atmosphere are leadership development initiatives emphasizing conflict management techniques and mediation, which entails an impartial third party. According to Ury, Bett, and Goldberg (1998), mediation can result in more long-lasting agreements by ensuring that each party's concerns are taken seriously and heard.

CONCLUSION

Although workplace conflict is a natural part of organizational life, how it is managed considerably influences how well a company performs. Even though conflict can have unfavorable effects, when managed well, it can spur creativity and enhance judgment. Organizations are better equipped to turn disagreements into chances for success and growth when they invest in conflict management techniques, create a healthy work environment, and develop strong leadership.

A key component of successful organizations is effective conflict management. Various tactics that managers use to resolve conflicts inside their organizations have been examined in this research paper. The first crucial step is to recognize conflict and unfavorable work settings. Supervisors need to be aware of the telltale indicators of a hostile work environment, which include a high turnover rate, a high frequency of complaints, absenteeism, and decreased productivity. Leaders can identify underlying problems before they worsen by utilizing strategies including open-door policy, staff surveys, and direct observations (Einarsen, Hoel & Cooper,2020; Reece & Reece,2017)

When hostilities and disputes are detected, leaders must use all-encompassing tactics to address them. It takes an open line of communication to create a work atmosphere where staff members feel respected and heard. Providing the staff with some conflict resolution techniques and training is essential. It also teaches them how to use the tools and approaches to resolve conflicts amicably. Establishing transparent and unambiguous policies and procedures ensures a consistent approach to conflict management. While creating a healthy work atmosphere can assist in avoiding disagreements in the first place, using mediation can aid in their amicable resolution (Cole,2004; Robbins & Judge,2019)

Effectively addressing these problems is essential to prevent disputes from worsening. Leaders should not

monitor and manage conflict management software. Gaining leadership experience is also crucial since capable leaders can resolve problems for their groups with compassion and power (Northouse,2021).

The significance of moral behavior and stakeholder participation in conflict management is further highlighted by integrating CSR (Corporate Social Responsibility) into corporate governance standards. Positive organizational culture can be fostered, and disputes can be reduced by ethical behavior and a dedication to stakeholders` interests (Crane, Matten, &Spence,2019).

The review also emphasizes the need for additional context-specific research, especially across various industries and organizational contexts. There can be a wide range of success in conflict management solutions based on variables such as industry, size of organization, and cultural background.

Disagreements at work have two opposing effects: they can either improve or hinder performance. Businesses are better equipped to maximize the positive aspects of conflict while reducing its negative consequences when they acknowledge its dual nature and implement robust conflict management techniques. The main lessons that practitioners should learn are developing strong leadership, establishing transparent conflict resolution procedures, and cultivating an open culture. Expanding our knowledge of this intricate link through further empirical study is a constant challenge for scholars, especially in areas with little research history.

By incorporating these perspectives into organizational procedures, leaders can transform conflict into an effective instrument for augmenting productivity, creativity, and expansion, ultimately resulting in more robust and prosperous establishments.

An organization`s performance is improved, and its culture is strengthened by leaders who manage conflict well. Long-term sustainability, creativity, and risk mitigation can all be achieved with this initiative-taking approach to dispute resolution. The trajectory of conflict resolution within an organization is significantly shaped by the leadership role, as emphasized by authors such as G. A. Cole. Leaders may successfully manage the complexities of internal conflicts and steer their companies toward long-term success and expansion by implementing these all-encompassing tactics.

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