

The Rifts Within: Exploring the Organizational Impacts of Conflicts within a Department.

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Abstract:

Conflict is an inherent aspect of every organization, arising naturally from human interactions, differing opinions, and the complex nature of work. This research aims to assess the impacts of conflicts within a department by examining various aspects of departmental conflict, including its types, sources, and consequences. The study employs a quantitative correlational research design to better understand conflicts within organizations. It focuses on selected municipalities in the first district of Batangas, specifically the towns of Balayan, Nasugbu, and Tuy. The researchers use a combination of stratified and convenience sampling methods. This approach involves categorizing the population into distinct strata based on their departments and then sampling proportionally from each stratum. The respondents are public sector employees from the Human Resources, Finance, Marketing, Operations, and Accounting departments within the selected municipalities. Statistical tools, such as weighted mean and ranking, are used to analyze the data for each research question. The findings reveal a significant correlation between the effects of conflicts within a department and the approaches employed by HR managers to address them. The researchers recommend that human resource managers regularly assess conflict levels within their departments and implement strategies for conflict resolution. Establishing a clear structure for conflict resolution is essential to improving cooperation in the workplace and mitigating the negative effects of conflicts within departments.

Keywords: *Conflict, Department, HR Managers, Organization, Repercussions*

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Introduction

Conflict was an intrinsic part of any organization, surfacing as a natural byproduct of human interaction, diverse viewpoints, and the multifaceted nature of work itself. Often perceived as a form of miscommunication, conflict within organizations could occur on a wide scale—from individual disagreements to department-wide disputes. These conflicts arose from a variety of factors, including misaligned goals, poor communication, competition, and contrasting personal values or convictions. According to Dunaetz (2020), conflict could stem from differences in perceptions and social hostility, both of which were often seen as undesirable yet unavoidable aspects of workplace dynamics. These misunderstandings or disagreements could escalate, leading to strained relationships, decreased morale, and a decline in overall productivity within the organization.

In the workplace, conflict could manifest as competition for resources, personal disagreements, conflicting work styles, or disputes over responsibilities. Departmental conflicts, in particular, posed unique challenges, as they could disrupt the cohesion of small, interdependent teams working toward common goals. For instance, creative disagreements in team projects, contrasting opinions on task delegation, and even personality clashes were common sources of friction that, if unresolved, could lead to a toxic work environment. Such conflicts, while challenging, could also encourage team members to engage in critical thinking and collaborative problem-solving, ultimately fostering innovation and cohesion when managed effectively.

Research underscored the pervasive impact of unresolved conflicts on an organization's health and performance. Studies such as those by Ronquillo et al. (2023) described conflict as a disruptive force that, if mishandled, threatened organizational stability and employee satisfaction. Additionally, the Peninsula Group (2017) indicated that the presence of diverse perspectives and working styles in a department could foster creativity and enhance productivity—provided that conflicts arising from these differences were carefully managed. However, left unchecked, conflicts could lead to hostility, absenteeism, and employee turnover, especially when they created an atmosphere of resentment or discrimination.

Workplace conflict, according to Brookins (2019), was an unavoidable challenge that organizations had to navigate to achieve their objectives, and the stakes were particularly high within departments where team interdependence was essential. Conflicts that went unresolved consumed a significant amount of time and resources, with the CPP Global Human Capital Report (Howland, 2022) revealing that the average employee spent over two hours each week managing conflict. This time lost translated to reduced productivity, strained relationships, and, at its worst, significant financial implications for organizations. Moreover, conflicts often drove away valuable employees, caused teams to underperform, and ultimately threatened the organization's success.

This study aimed to bridge a gap in the literature by focusing specifically on conflicts within departments and examining their multifaceted impacts on employee productivity, well-being, and team performance. Existing studies frequently generalized workplace conflict, overlooking the unique challenges and dynamics present within individual departments where day-to-day interactions were constant and interdependent. Through investigating the types and causes of intra-departmental conflicts, this study sought to provide an in-depth understanding of how conflicts arose, their effects on the department's effectiveness, and the strategies HR managers employed to resolve such disputes.

This study sought to determine the organizational impacts of conflicts within a department by exploring various dimensions of departmental conflict, including its types, causes, and consequences on departmental effectiveness. Specifically, it aimed to categorize and understand the different types of conflicts that could arise within a department and to identify the underlying causes that triggered such conflicts. Additionally, it examined how conflicts affected key aspects of the department's functioning, such as productivity, performance, dynamism, and teamwork. The study further investigated the strategies employed by HR managers in managing and resolving conflicts within the department, assessing the effectiveness of these interventions. Through analyzing the relationship between the impacts of conflicts and the conflict resolution strategies used by HR managers, this study aimed to provide insights into effective conflict management within a department. Finally, based on the findings, the study intended to propose a contingency plan to manage and mitigate departmental conflicts in a proactive and structured manner.

Statement of the Problem

This study aims to determine the organizational impacts of conflicts within a department. Specifically, it seeks to answer the following questions:

1. What are the different types of conflicts within a department?
2. What are the potential causes of conflicts in a department?
3. How do conflicts impact various aspects of the department, including:
 - a) Productivity;
 - b) Performance;
 - c) Dynamism;
 - d) Teamwork;
4. What strategies are employed by HR Managers to resolve conflicts within the department?
5. Is there a significant relationship between the impacts of conflicts in a department and the strategies employed by HR Managers to resolve conflicts within the department?
6. Based on the findings of the study, what contingency plan can be proposed to manage and mitigate departmental conflicts effectively?

Methodology

The researchers sought to study the effects of conflict within a given department using a survey questionnaire focused on various possible causes and characteristics of such conflicts in selected municipalities in the First District of Batangas, specifically in the municipalities of Balayan, Tuy, and Nasugbu. For the research method, the study employed a Quantitative Correlational research design to gain an understanding of conflicts at the department level within organizations. Utilizing quantitative research and instruments such as a Google Form and a printed survey, the researchers collected relevant and accurate information on respondents' demographics and assessed the impact of conflicts within organizations.

The correlational design was suitable for this study as it allowed for the investigation of the relationship between conflict variables and their organizational impact. It emphasized the need to correlate the nature of conflicts,

the ways in which conflicts affected departments, and the demographic characteristics of employees in the selected municipalities in the First District of Batangas. This approach facilitated the generation of statistical reports to address the research questions and the issues highlighted in the organization.

In the study by E. Seeran (2019), it was cited that the correlational design investigates the extent to which variables are related, measuring two or more variables. This non-experimental research type facilitated the explanation and prediction of the relationships between variables.

Population and Sampling

This study focused on a sample of 75 respondents drawn from the selected municipalities in the First District of Batangas, specifically the municipalities of Balayan, Nasugbu, and Tuy. The respondents were individual employees working in five specific departments: Human Resources, Finance, Marketing, Operations, and Accounting. To ensure the sample accurately represented the departmental diversity, the researchers employed both stratified sampling and convenience sampling techniques. This method involved dividing the population into separate strata based on department and sampling proportionately from each stratum.

The sample consisted of 14 employees from the Human Resources department, 12 from Finance, 17 from Marketing, 15 from Operations, and 17 from Accounting. Using stratified sampling, the study aimed to capture a comprehensive view of conflicts across various departments, ensuring that each department's unique perspectives and experiences were represented. This approach provided a well-rounded understanding of the organizational impacts of conflicts within different departments.

Instruments

In this study, the researchers employed survey questionnaires as the primary instrument for collecting data, chosen for their ability to ensure accuracy and reliability in gathering information relevant to the research objectives. The questionnaire was structured into four distinct sections: the first section identified and categorized different types of conflicts experienced within the department; the second section focused on uncovering the underlying causes of these conflicts to understand their root issues; the third section examined the impact of conflicts on productivity, performance, and overall departmental dynamics, providing insights into how conflicts affected organizational outcomes; and the final section investigated the various strategies employed by HR managers to address and resolve conflicts, aiming to identify effective practices and areas for improvement. This design ensured comprehensive coverage of the research topics and facilitated the collection of detailed, relevant information from participants, with each section carefully crafted to align with the study's objectives and support the acquisition of accurate and actionable data.

Data Collection

The researchers began by clearly outlining and defining the problem statement. They then created a survey questionnaire based on this problem statement. The questionnaire was reviewed by the research teacher and consultant and subsequently validated by a Registered Psychometrician with a title of Certified Human Resource Associate and Professional Researcher with a Doctoral Degree. Following validation, the researchers sought

authorization from the school principal and relevant government agencies. Once approval was obtained, the research team distributed the survey questionnaires to the school principal and various public sector agencies.

After distributing the questionnaires, the researchers collected the completed surveys from the participants, ensuring that all questions were fully answered. To manage and organize the collected data effectively, the researchers created a table to categorize responses from specific respondents. Finally, the researchers analyzed and interpreted the data gathered to ensure that all questions were fully addressed and that meaningful insights were extracted from the data.

Data Analysis

The tools used by the researchers were statistical tools. They were used to analyze and interpret the results of organizational conflicts within a department. The weighted mean and ranking were used for each statement of the problem. The following steps were taken using the analyzed data.

- SOP 1: The Likert scale, weighted mean, and ranking were used to address this statement of the problem.
- SOP 2: The Likert scale, weighted mean, and ranking were used to address this statement of the problem.
- SOP 3: The Likert scale, weighted mean, and ranking were used to address this statement of the problem.
- SOP 4: The Likert scale, weighted mean, and ranking were used to address this statement of the problem.

Verbal interpretations

Weight	Range	Verbal Interpretations
5	4.21-5.00	Strongly Agree
4	3.41-4.20	Agree
3	2.61-3.40	Neutral
2	1.81-2.60	Disagree
1	1.00-1.80	Strongly Disagree

The table presented a classification system using three columns: Weight, Range, and Verbal Interpretation. Each row corresponded to a specific weight with its associated range and quantitative description.

Ethical Considerations

Before commencing the surveys, the researchers secured ethical approval by first preparing a consent letter outlining the study's purpose, procedures, and the respondent's rights. This letter was submitted to the research adviser for review and feedback to ensure it met ethical standards. Upon receiving approval from the adviser, the researchers then sought formal authorization from the school director and the relevant company where the respondents were affiliated. This request letter detailed the study's objectives and the involvement of the company or institution.

To protect participants' privacy, the researchers assigned alphanumeric codes to identify respondents, such as Respondent 1, 2, 3, and so on, rather than using their real names. This method ensured anonymity and confidentiality throughout the study. Respondents were assured that their personal information was not required for the study and that their names would only be recorded if they chose to provide them voluntarily. The researchers implemented stringent measures to maintain the confidentiality of the data, ensuring that all collected information was stored

securely and accessible only to authorized personnel. Furthermore, participants were informed that they had the right to withdraw from the study at any time without penalty. The researchers were committed to upholding the highest ethical standards, including the respectful treatment of all participants and the protection of their personal data.

Results and Discussion:

Table 3: The Different Types of Conflicts Within a Department.

Indicators	Mean	Interpretation	Rank
1. We frequently deal with conflicts arising from miscommunications or misunderstandings.	3.93	Agree	1
2. We regularly face confusion about our roles and responsibilities.	3.52	Agree	4.5
3. We often disagree on how to do and finish tasks.	3.41	Agree	9.5
4. We commonly compete for limited resources, causing conflicts.	3.41	Agree	9.5
5. We regularly encounter conflicts due to perceived unfair workload distribution.	3.47	Agree	6
6. We often disagree with our managers' or supervisors' decisions or leadership styles.	3.43	Agree	8
7. We frequently have disagreements about creative ideas or project approaches.	3.53	Agree	3
8. We often experience conflicts due to personal differences.	3.52	Agree	4.5
9. We often experience conflicts due to differences in personal or professional values.	3.59	Agree	2
10. We often experience conflicts due to cultural differences or diverse perspectives.	3.44	Agree	7
Composite Mean	3.53	Agree	

Legend: SD 1.00-1.80; D 1.81-2.60; N 2.61-3.40; A 3.41-4.20; SA 4.21-5.00

Table 3 presents the various types of conflicts identified within the department. The conflict least reported by respondents, ranked 9.5 with a mean score of 3.41, pertains to disagreements over task completion and competition for limited resources. As noted by Sabrina et al. (2021), "Disagreements or dissatisfaction over specific work situations can lead to conflict between an employer and an employee."

Moreover, conflicts arising from disagreements with managers' or supervisors' decisions or leadership styles ranked 8, with a mean score of 3.43. This suggests that perfectionists in the workplace may hesitate to seek promotions or struggle to make confident decisions. Stoddart (2017) found that adaptive perfectionism in the workplace often leads to more positive outcomes and fewer negative work-related results.

Conflicts due to cultural differences or diverse perspectives ranked 7, with a mean score of 3.44. According to Karna (2024), multicultural teams are increasingly common in globalized work settings. While these teams offer varied perspectives that can foster creativity, they can also give rise to complex interpersonal issues.

Conflicts stemming from perceived unfair workload contributions ranked 6, with a mean score of 3.47. Sogair et al. (2023) indicate that toxic work environments can arise from various factors, including poor leadership, ineffective management, inadequate communication, a culture of fear, and a lack of concern for employees' psychological well-being.

Confusion about roles and responsibilities, along with conflicts due to personal differences, ranked 4.5 with a mean score of 3.52. Raising awareness of the emotions and viewpoints of others, team members can enhance their understanding of diverse perspectives and demonstrate greater empathy toward each other's feelings and needs. This approach can help reduce conflicts stemming from misunderstandings or insensitivity, ultimately fostering closer and more supportive relationships within the team.

Specifically, disagreements regarding creative ideas or projects ranked 3, with a mean score of 3.53. Shonk (2024) notes that relationship conflict can occur due to discrepancies in personality, preferences, tastes, and conflict resolution styles. In organizations, individuals who typically would not interact must collaborate, which can lead to tension.

Conflicts arising from differences in personal or professional values ranked 2, with a mean score of 3.59. Employees indicated that conflicts may emerge from differing values (De Graaf et al., 2015). A significant challenge is that it is often impossible to satisfy all values simultaneously, regardless of their desirability.

The most frequently reported conflict, ranked 1 with a mean score of 3.93, arose from miscommunication or misunderstanding. Respondents indicated that inadequate communication or a lack of mutual understanding between employees is a primary cause of conflicts. Marisyia (2022) asserts that effective communication within teams is crucial, as it facilitates information sharing and enhances conflict resolution.

Table 4: The Potential Causes of Conflicts in a Department.

Indicators	Mean	Interpretation	Rank
1. We frequently experience conflicts due to unclear communication	3.68	Agree	1.5
2. We often encounter conflicts due to unclear or inconsistent policies and procedures.	3.47	Agree	8.5
3. We regularly encounter conflicts because of unmet expectations.	3.63	Agree	3
4. We experience conflicts due to overlapping roles and responsibilities.	3.51	Agree	7
5. We frequently have conflicts arising from misalignment of individual and team objectives.	3.41	Agree	10

6. We often have conflicts arising from differences in work styles.	3.60	Agree	4
7. We regularly encounter conflicts caused by differences in professional values or goals.	3.68	Agree	1.5
8. We frequently have conflicts due to personality clashes.	3.52	Agree	6
9. We often face conflicts resulting from competition for limited resources.	3.47	Agree	8.5
10. We often experience conflicts due to perceived favoritism or bias by management.	3.56	Agree	5
Composite Mean	3.55	Agree	

Legend: SD 1.00-1.80; D 1.81-2.60; N 2.61-3.40; A 3.41-4.20; SA 4.21-5.00

Table 4 highlights the potential causes of conflicts within a department. Ranked 10th, with a mean score of 3.41, are conflicts arising from a misalignment between individual and team objectives. Afanyendor (2021) notes that unmet expectations and miscommunication can lead to such misalignments.

Conflicts due to unclear or inconsistent policies and procedures, as well as competition for limited resources, rank 8.5, with a mean score of 3.47. Ekonomi (2022) explains that vague policies create confusion and doubt among employees, contributing to workplace conflicts.

Overlapping roles and responsibilities, ranked seventh with a mean of 3.51, are significant contributors to workplace conflicts. According to Afanyendor (2021), such overlaps often result in misunderstandings about task ownership, creating tension among employees. These misunderstandings can hinder collaboration and disrupt organizational efficiency, highlighting the importance of clear role delineation.

Personality clashes, ranked sixth with a mean of 3.52, are a notable source of workplace conflict. Putri (2021) explains that these clashes often arise from differing work styles and interpersonal dynamics, leading to tension and misunderstandings among team members. Such conflicts can disrupt team cohesion and hinder collaboration, emphasizing the need for strategies to address diverse personalities in the workplace.

Furthermore, perceived favoritism or bias by management, ranked fifth with a mean of 3.56, is a significant factor contributing to workplace conflict. Afanyendor (2021) highlights that favoritism not only undermines trust but also fosters divisions among employees, creating an environment of resentment and competition. Such perceptions can erode morale, hinder team collaboration, and ultimately impact organizational productivity, underscoring the importance of fair and transparent managerial practices.

Differences in work styles, ranked fourth with a mean of 3.60, are a key source of conflict within teams. Ekonomi (2021) discusses how variations in pace, communication, and decision-making approaches can lead to misunderstandings and frustration among team members. When work styles clash without proper alignment or understanding, it can disrupt team dynamics and reduce overall efficiency, highlighting the need for effective collaboration strategies.

Conflicts arising from unmet expectations, ranked third with a mean of 3.63, are a significant contributor to workplace tension. Putri (2024) and Afanyendor (2021) suggest that when expectations are not clearly defined or communicated, it can lead to frustration and dissatisfaction among employees. This frustration, often rooted in

ambiguity around goals and responsibilities, can escalate into conflict, negatively impacting team morale and performance.

The top-ranked causes of conflict, both rated 1.5 with a mean of 3.68, are unclear communication and differences in professional values or goals. Studies by Putri (2024) and Ekonomi (2022) similarly find that conflicting values and goals, along with unclear communication, often lead to misunderstandings and conflicts among employees.

Table 5.A: The Impact of Conflicts on Various Aspects of Departmental Productivity

Indicators	Mean	Interpretation	Rank
1. We frequently experience missed deadlines due to conflicts in our department.	3.45	Agree	10
2. We regularly encounter delays in project completion because of conflicts.	3.51	Agree	8
3. We tend to lose focus on tasks as a result of conflicts.	3.57	Agree	2.5
4. We experience disruptions in workflow that reduce efficiency when conflicts occur.	3.57	Agree	2.5
5. We often notice a decline in output quality due to conflicts.	3.52	Agree	6
6. We often observe a decrease in overall work performance as a result of conflicts.	3.51	Agree	8
7. We often see a decrease in overall productivity when conflicts arise.	3.57	Agree	2.5
8. We frequently struggle to meet productivity goals due to distractions from conflicts.	3.57	Agree	2.5
9. We spend excessive time resolving conflicts, impacting our productivity.	3.51	Agree	8
10. We face reduced motivation among team members, affecting productivity during conflicts.	3.56	Agree	5
Composite Mean	3.53	Agree	

Legend: SD 1.00-1.80; D 1.81-2.60; N 2.61-3.40; A 3.41-4.20; SA 4.21-5.00

Table 5.1 presents the impacts of conflicts on various aspects of departmental performance, including productivity. Ranked 10th, with a mean score of 3.45, is the impact of conflicts leading to missed deadlines. Afanyendor (2021) suggests that project managers should prioritize clear communication of tasks, expectations, and deadlines, while addressing personality conflicts through training programs that foster tolerance.

For example, conflicts that cause delays in project completion, a drop in overall performance, and time spent resolving disputes, which reduce productivity, are ranked 8th with a mean score of 3.51. Nneka et al. (2024) emphasize that managers should focus on managing behavior- and time-related conflicts to maintain high productivity.

Specifically, a decrease in output quality due to conflicts ranks 6th, with a mean score of 3.52, while reduced motivation among team members, which impacts productivity, ranks 5th with a mean score of 3.56. According to Al

(2022), teamwork is generally seen as effective in workplaces, but poor conflict management can undermine it, as teamwork has a significant positive impact on job performance.

The highest-ranked impact of conflicts, rated 1st with a mean score of 3.57, includes losing focus on tasks, experiencing workflow disruptions that lower efficiency, and decreased overall productivity due to distractions from conflicts. Khan (2016) notes that conflicts are critical in organizations: they can boost productivity if handled well, but unmanaged conflicts reduce concentration, disrupt mental and physical well-being, and ultimately hinder productivity.

Table 5.B: The Impact of Conflicts on Various Aspects of Departmental Performance

Indicators	Mean	Interpretation	Rank
1. We often observe that conflicts hinder employees from meeting performance expectations.	3.72	Agree	4
2. We often observe a decline in individual performance due to conflicts.	3.56	Agree	9
3. We find that conflicts lead to inconsistent performance across the team.	3.71	Agree	5.5
4. We notice that conflicts reduce the effectiveness of our team’s performance.	3.76	Agree	2
5. We notice that conflicts cause delays in achieving performance targets.	3.71	Agree	5.5
6. We see a reduction in the quality of work output during conflicts.	3.83	Agree	1
7. We experience a decline in collaborative performance due to conflicts.	3.68	Agree	7.5
8. We notice that team performance suffers when conflicts arise.	3.73	Agree	3
9. We see that conflicts negatively impact our ability to meet key performance indicators (KPIs).	3.68	Agree	7.5
10. We frequently experience a drop in overall departmental performance because of conflicts.	3.55	Agree	10
Composite Mean	3.69	Agree	

Legend: SD 1.00-1.80; D 1.81-2.60; N 2.61-3.40; A 3.41-4.20; SA 4.21-5.00

Table 5.2 illustrates the impact of conflicts on various aspects of departmental performance, highlighting several critical areas of concern. The overall decline in performance due to conflicts ranks 10th, with a mean score of 3.55. Pallesen et al. (2017) emphasize that mitigating workplace bullying can significantly enhance departmental effectiveness and employee performance.

Ranked ninth with a mean score of 3.56, decreased individual performance is a notable consequence of workplace conflicts. Kwiana (2018) supports this by emphasizing that conflicts can create a disruptive environment, reducing employees' focus and motivation. As a result, this decline in productivity can affect overall team efficiency

and organizational outcomes, underscoring the importance of conflict management strategies to maintain individual performance.

A decline in collaborative performance and negative effects on meeting key performance indicators (KPIs) are tied for 7.5th place, with a mean score of 3.68. Podsiadly (2022) emphasizes that unresolved conflicts within teams can significantly hinder employees' ability to work together effectively, impacting their ability to achieve organizational goals. This disruption not only diminishes team cohesion but also lowers the likelihood of successfully meeting KPIs, highlighting the importance of addressing conflicts promptly to sustain performance.

Additionally, inconsistent team performance and delays in achieving targets rank 5.5th, with a mean score of 3.71. Place (2019) suggests that a weak organizational culture, combined with personality clashes, significantly contributes to these performance inconsistencies. These issues undermine overall team effectiveness, highlighting the importance of fostering a strong, cohesive organizational culture to ensure consistent progress toward targets.

Moreover, conflicts that hinder employees from meeting performance expectations rank 4th, with a mean score of 3.72. Pallesen et al. (2017) report that workplace conflicts, including bullying, have a detrimental impact on departmental effectiveness by disrupting workflow and diminishing morale. These conflicts not only impede individual performance but also affect team cohesion, ultimately lowering overall productivity and organizational success.

The impact of conflicts on team performance ranks 3rd, with a mean score of 3.73, as interpersonal issues disrupt collaboration. Moreland et al. (2016) note that these conflicts create barriers to effective communication and cooperation, leading to inefficiencies within the team. When unresolved, such issues can severely affect team dynamics, reducing overall productivity and hindering the achievement of collective goals.

The second-ranked impact, with a mean score of 3.76, is the reduction in team effectiveness resulting from unresolved disputes. Kawiana (2018) emphasizes that these ongoing conflicts can severely undermine team performance by creating divisions and hindering collaboration. As unresolved issues persist, they not only drain energy and focus but also erode the overall cohesiveness and productivity of the team.

The highest-ranked impact, with a mean score of 3.83, is the decline in work quality during conflicts, underscoring the significant negative effects of workplace discord. Pallesen et al. (2017) found that conflicts, especially those involving bullying, not only diminish employee motivation but also directly compromise the quality of their work. This decline in work quality reflects the broader consequences of unresolved conflicts, which hinder focus, creativity, and overall productivity.

Table 5.C: The Impact of Conflicts on Various Aspects of Departmental Dynamism

Indicators	Mean	Interpretation	Rank
1. We often see a decrease in the department's overall energy and enthusiasm during conflicts.	3.83	Agree	3
2. We notice that conflicts make it harder for the department to maintain a dynamic work environment.	3.84	Agree	2
3. We frequently experience a decline in proactive problem-solving because of conflicts.	3.67	Agree	10

4. We observe that conflicts slow down our decision-making processes.	3.85	Agree	1
5. We notice that conflicts limit our ability to quickly adjust to new challenges.	3.79	Agree	6
6. We find that conflicts reduce our department's flexibility in responding to changes.	3.73	Agree	7
7. We often notice a reduction in our department's adaptability due to conflicts.	3.69	Agree	8.5
8. We find that conflicts restrict our ability to explore new opportunities.	3.81	Agree	4.5
9. We see that conflicts hinder our ability to innovate and introduce new ideas.	3.81	Agree	4.5
10. We experience a reduction in collaborative creativity due to conflicts.	3.69	Agree	8.5
Composite Mean	3.77	Agree	

Legend: SD 1.00-1.80; D 1.81-2.60; N 2.61-3.40; A 3.41-4.20; SA 4.21-5.00

As illustrated in Table 5.3, conflicts significantly impact various aspects of departmental dynamics. The decline in proactive problem-solving due to conflicts ranks 10th, with a mean score of 3.67. Stoddart (2017) notes that interpersonal tensions disrupt creative thinking, leading to a decrease in proactive problem-solving.

Ranked 8.5th, with a mean score of 3.69, is the observation that conflicts undermine adaptability and collaborative creativity within the department. Tuli (2024) highlights that unresolved issues create persistent barriers to effective teamwork, stifling open communication and the exchange of ideas. This disruption not only diminishes the team's capacity to adapt to evolving demands but also curtails its ability to innovate, ultimately weakening the department's overall performance and growth potential.

The findings that conflicts significantly hinder departmental flexibility in adapting to changes rank 7th, with a mean score of 3.73, emphasizing their impact. Kawaiana (2018) underscores that ongoing disputes create barriers to employee adaptability and erode their decision-making effectiveness. These challenges limit the department's ability to respond to change and contribute to broader inefficiencies within the organization.

Ranked 6th, with a mean score of 3.79, is the recognition that conflicts limit the department's ability to quickly adjust to new challenges. Interpersonal conflicts hinder employees' capacity to respond promptly to new situations (Stoddart, 2017).

Conflicts that constrain the capacity to explore new opportunities and stifle innovation rank 4.5th, with a mean score of 3.81, reflecting their substantial organizational impact. Tuli (2024) highlights that workplace conflicts create an environment where teams feel discouraged from pursuing new ideas, hindering creativity and progress. This limitation not only impairs the organization's ability to innovate but also diminishes its competitiveness and adaptability in a rapidly changing landscape.

The decline in the department's overall energy and enthusiasm during conflicts ranks 3rd, with a mean score of 3.83, underscoring the profound emotional toll of workplace discord. Stoddart (2017) observes that a negative work environment directly erodes team morale, causing widespread disengagement and reduced motivation. This diminished

energy affects individual performance and disrupts collaboration, ultimately hampering the department's ability to achieve its goals effectively.

The finding that conflicts hinder the department's ability to sustain a dynamic work environment ranks 2nd, with a mean score of 3.84, highlighting its critical impact. Kawaiiana (2017) emphasizes that poor collaboration, unresolved disputes, and diminished adaptability are key factors that disrupt the vibrancy and fluidity of the workplace. These challenges stifle creativity and innovation and create a stagnant environment, limiting the department's capacity to thrive in a competitive and fast-paced context.

The most frequently noted impact, ranked 1st, is the observation that conflicts slow down decision-making processes, with a mean score of 3.83. Tuli (2024) identifies that intense workplace conflicts impede decision-making and foster divisions among employees within the organization.

Table 5.D: The Impact of Conflicts on Various Aspects of Departmental Teamwork.

Indicators	Mean	Interpretation	Rank
1. We often experience a decline in team cohesion due to conflicts.	3.65	Agree	10
2. We notice that conflicts lead to reduced collaboration among team members.	3.72	Agree	9
3. We find that conflicts cause a lack of trust between team members.	3.75	Agree	5.5
4. We frequently observe a decrease in mutual support and cooperation during conflicts.	3.73	Agree	7.5
5. We see a decrease in effective communication within the team as a result of conflicts.	3.84	Agree	1
6. We notice that conflicts lead to a breakdown in team morale.	3.75	Agree	5.5
7. We see that conflicts result in reduced participation in team activities.	3.8	Agree	3
8. We find that conflicts negatively impact the overall synergy of the team.	3.83	Agree	2
9. We experience challenges in achieving team goals because of conflicts.	3.73	Agree	7.5
10. We observe a decline in the team's ability to resolve issues collectively due to conflicts.	3.79	Agree	4
Composite Mean	3.76	Agree	

Legend: SD 1.00-1.80; D 1.81-2.60; N 2.61-3.40; A 3.41-4.20; SA 4.21-5.00

As shown in Table 5.4, conflicts significantly impact various aspects of the department, particularly teamwork. The lowest-rated response, ranked 10th, indicates a decline in team cohesion due to conflicts, with a mean score of 3.65. Teamwork is often depicted in motivational posters and office walls, but while it is easy to recognize teamwork

in action, fostering and explaining it can be challenging. Generally, teamwork involves members collaborating to achieve common objectives, leading to positive outcomes such as improved performance and employee satisfaction (Driskell, 2018).

Notably, conflicts also lead to reduced collaboration among team members, ranked 9th, with a mean score of 3.72. Given that some industries require more collaboration than others, this research includes a sector analysis focusing on five sectors: retail, IT, banking and finance, textiles, and manufacturing. The findings suggest that while teamwork is often regarded as highly effective in the workplace, participants generally view conflict management negatively (Begüm et al., 2022).

Additionally, conflicts result in a decrease in mutual support and cooperation, with participants reporting challenges in achieving team goals. This aspect is ranked 7.5th, with a mean score of 3.73. Conflicts are inevitable in any organization, often arising from differing goals among shareholders, managers, and staff. Disagreements within a company and competition for positions, authority, recognition, and job security can hinder employees from reaching their objectives (Khan, 2016).

Employees also report that conflicts contribute to a lack of trust among team members and a breakdown in team morale, ranked 5.5th, with a mean score of 3.75. Afyendor (2021) argues that unresolved issues create tension in the workplace, leading to diminished team morale.

The team’s ability to collectively resolve issues declines due to conflicts, ranked 4th, with a mean score of 3.79. Moreland et al. (2016) note that workplace conflicts negatively affect the team’s communication abilities. Conflicts also result in decreased participation in team activities, ranked 3rd, with a mean score of 3.8. Afyendor (2021) finds that conflicts lead to disengagement in team participation and contributions.

The impact of conflicts on overall team synergy ranks 2nd, with a mean score of 3.83, reflecting the significant disruption conflicts can cause within teams. Pallesen et al. (2017) assert that workplace bullying, a particularly harmful form of conflict, leads to a decline in both individual and collective performance, ultimately diminishing the team's effectiveness. This breakdown in team cohesion not only hinders productivity but also creates a toxic work environment that impedes long-term success.

The highest-rated concern among respondents, ranked 1st, is the decrease in effective communication within the team due to conflicts, with a mean score of 3.84. Communication within an organization involves the exchange of information and actions among its members, but communication initiatives can also extend beyond the organization’s boundaries (Putri, 2024).

Table 6: Conflict Resolution Strategies Employed by HR Managers Within the Department.

Indicators	Mean	Interpretation	Rank
1. HR managers often implement conflict resolution training programs for staff.	4.37	Strongly Agree	9
2. HR managers use team-building activities to improve relationships and prevent conflicts.	4.45	Strongly Agree	7

3. HR managers implement clear policies and procedures for conflict resolution within the department.	4.51	Strongly Agree	2
4. HR managers regularly facilitate open communication channels to discuss and resolve conflicts.	4.48	Strongly Agree	4
5. HR managers use conflict resolution tools, such as surveys or feedback forms, to identify and address underlying issues.	4.43	Strongly Agree	8
6. HR managers use one-on-one meetings to understand and address individual concerns related to conflicts.	4.51	Strongly Agree	2
7. HR managers regularly provide feedback and coaching to employees involved in conflicts.	4.47	Strongly Agree	5.5
8. HR managers frequently apply conflict resolution frameworks or models to manage disputes.	4.47	Strongly Agree	5.5
9. HR managers frequently use mediation to address and resolve conflicts between employees.	4.51	Strongly Agree	2
10. HR managers often involve neutral third parties to mediate and resolve conflicts.	4.17	Agree	10
Composite Mean	4.44	Strongly Agree	

Legend: SD 1.00-1.80; D 1.81-2.60; N 2.61-3.40; A 3.41-4.20; SA 4.21-5.00

Table 6 outlines the various strategies employed by HR managers to resolve conflicts within the department. The involvement of neutral third parties to mediate conflicts is ranked 10th, with a mean score of 4.17. Sabri et al. (2021) highlight that third-party intervention is often necessary when mutual understanding between conflicting parties cannot be reached.

Implementing conflict resolution training programs for staff is ranked 9th, with a mean score of 4.37. South (2018) asserts that workplace conflict is inevitable, making it crucial for management to undergo training to handle conflicts effectively. Such training can improve organizational efficiency in communication, coordination, time management, and ultimately, employee productivity.

Using conflict resolution tools, such as surveys or feedback forms, to identify and address underlying issues is ranked 8th, with a mean score of 4.43. Marisya (2022) emphasizes that improving interpersonal communication allows employees to understand the teamwork process, listen actively, organize their thoughts, and respect differing viewpoints—all of which are essential components of conflict resolution. Open communication is especially vital within HR teams to resolve conflicts effectively.

Using team-building activities to improve relationships and prevent conflicts ranks 7th, with a mean score of 4.45. Marisya (2022) stresses that team-building exercises are key to strengthening relationships, enhancing collaboration, and proactively preventing conflicts. Improving trust and communication, these activities not only reduce the likelihood of disputes but also foster a more cohesive and productive team dynamic.

Regularly providing feedback and coaching to employees involved in conflicts, along with applying conflict resolution frameworks or models, is ranked 5.5th, with a mean score of 4.47. Avdeeva (2023) underscores the importance of frameworks in leadership, as they foster a collaborative culture and facilitate effective conflict mediation.

Facilitating open communication channels to address and resolve conflicts ranks 4th, with a notable mean score of 4.48. Marisya (2022) argues that open dialogue is essential for resolving disputes by encouraging transparency and fostering mutual understanding among team members. This proactive approach not only reduces tensions but also strengthens relationships, enabling teams to collaborate more effectively and adapt to challenges with greater resilience.

The highest-rated strategies, ranked 2nd, involve managers implementing clear policies and procedures for conflict resolution within the department, conducting one-on-one meetings to address individual concerns related to conflicts, and frequently using mediation to resolve conflicts between employees. This strategy has a mean score of 4.51. Rismayandi (2024) advocates for enhancing awareness among team members through one-on-one meetings, which provide an opportunity to understand and resolve individual concerns.

Table 7: Relationship Between the Impacts of Conflicts and HR Managers' Conflict Resolution Strategies within the Department.

Variables	N	r-value	interpretation	p-value	Description	Decision on Ho
Impact of conflicts in a department	75	0.703	Strong Correlation	0.000	Significant	Reject
Strategies employed by HR Managers to resolve conflicts						

Legend: *Reject Ho if p-value < 0.05. Accept, if otherwise.*

The table shows that the computed correlation coefficient is 0.703, indicating a strong correlation between the tested variables. Additionally, the significance test at the 0.05 level revealed a p-value of 0.000, which is less than the significance level ($\alpha = 0.05$). This suggests that the relationship is statistically significant, and the null hypothesis is rejected. Therefore, there is a significant relationship between the impacts of conflicts in a department and the strategies employed by HR managers to resolve conflicts within the department.

Furthermore, the results indicate that as the impact of conflicts increases, the more strategies HR managers employ to address these issues. Adeveena (2023) and Marisya (2022) both emphasize the importance of effective communication and the leadership frameworks used by HR managers in mediating conflicts as key strategies for resolving departmental conflicts.

.Table 8

The Proposed Contingency Plan

Conflict Cause	Impact on Department/Team	Contingency Strategy	Responsible Party	Timeline	Assessment	Success Indicators
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Decline in team cohesion	Decrease in overall teamwork, reduced collaboration	<ul style="list-style-type: none"> - Foster open communication channels - Team-building activities - Conflict resolution workshops 	HR Department, Team Leaders	Immediate	<ul style="list-style-type: none"> - Team cohesion surveys - Feedback from team members 	<ul style="list-style-type: none"> - Improved team morale and communication - Increased participation in team-building activities - Positive feedback in team cohesion surveys
Reduced collaboration among team members	Lowered productivity, less effective problem-solving	<ul style="list-style-type: none"> - Implement collaborative tools (e.g., project management software) - Encourage knowledge sharing and brainstorming 	Team Leaders, Project Managers	Short-Term	<ul style="list-style-type: none"> - Usage statistics of collaborative tools - Project progress reviews 	<ul style="list-style-type: none"> - Increased usage of collaborative tools - Timely completion of team projects - Improved problem-solving capacity within the team
Decreased mutual support and cooperation	Hindered team goal achievement, breakdown of teamwork	<ul style="list-style-type: none"> - Establish clear roles and responsibilities - Provide mentorship programs 	Team Leaders, HR Department	Immediate	<ul style="list-style-type: none"> - Feedback from team on clarity of roles - Regular mentorship feedback 	<ul style="list-style-type: none"> - Enhanced role clarity - Positive feedback on mentorship programs - Improvement in team goal achievement metrics
Lack of trust among team members	Breakdown in team morale, poor communication	<ul style="list-style-type: none"> - Conduct trust-building exercises - Introduce regular team check-ins for emotional support 	Team Leaders, HR Department	Ongoing	<ul style="list-style-type: none"> - Trust survey results - Monitoring of communication effectiveness 	<ul style="list-style-type: none"> - Improved trust scores in surveys - Increased willingness of team members to collaborate and share information - Higher engagement in team meetings
Decline in team's ability to resolve issues collectively	Reduced team efficiency, low morale	<ul style="list-style-type: none"> - Provide conflict resolution training - Create a formal process for addressing issues before they escalate 	HR Department, Team Leaders	Medium-Term	<ul style="list-style-type: none"> - Conflict resolution skills assessment - Tracking unresolved issues 	<ul style="list-style-type: none"> - Increased number of conflicts resolved independently by team members - Fewer unresolved issues reported by team members

						- Higher team satisfaction
Decreased participation in team activities	Lower engagement, reduced productivity and innovation	<ul style="list-style-type: none"> - Encourage inclusive decision-making - Recognize contributions through rewards and acknowledgment 	Team Leaders, Managers	Short-Term	<ul style="list-style-type: none"> - Monitoring of team participation levels - Feedback surveys after team activities 	<ul style="list-style-type: none"> - Higher attendance and participation in team activities - Positive feedback on inclusivity and recognition practices
Decrease in team synergy	Overall decline in performance, disruption in team objectives	<ul style="list-style-type: none"> - Facilitate team-building exercises - Clarify and align team goals and roles 	Team Leaders, HR Department	Immediate	<ul style="list-style-type: none"> - Performance reviews - Team feedback on synergy and role alignment 	<ul style="list-style-type: none"> - Improved performance metrics - Positive feedback on clarity of goals and roles - Enhanced team collaboration and synergy
Communication breakdown	Misunderstandings, delays in project completion	<ul style="list-style-type: none"> - Introduce regular team meetings to clarify expectations - Implement communication protocols (e.g., emails, briefings) 	Communication Officers, Team Leaders	Immediate	<ul style="list-style-type: none"> - Frequency and quality of communication - Project timeline adherence 	<ul style="list-style-type: none"> - Increased frequency of clear, structured communication - Reduction in project delays due to miscommunication - High clarity of communication in feedback
Reduced adaptability and flexibility	Difficulty responding to new challenges or changes in the work environment	<ul style="list-style-type: none"> - Develop adaptive strategies for team collaboration - Encourage open feedback on change management 	Managers, HR Department	Long-Term	<ul style="list-style-type: none"> - Adaptability surveys - Feedback on change processes 	<ul style="list-style-type: none"> - Improved adaptability scores in team surveys - Faster response time to changes - Positive feedback on handling change and uncertainty
Decreased innovation and creativity	Stagnation, failure to seize new opportunities	<ul style="list-style-type: none"> - Create a culture of innovation by rewarding new ideas - Offer incentives for creative problem-solving 	Innovation Managers, Team Leaders	Long-Term	<ul style="list-style-type: none"> - Number of innovative ideas implemented - Feedback on creativity culture 	<ul style="list-style-type: none"> - Increased number of creative ideas generated and implemented - High team satisfaction with the innovation culture

						- Positive feedback on incentives
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The contingency plan proposed by the researchers is designed to prevent and reduce conflicts within a department. This plan addresses various conflict-driven challenges within teams and departments, outlining their causes, impacts, strategies, and success indicators. Each conflict cause, such as declining team cohesion, reduced collaboration, and lack of trust, is linked to negative outcomes like decreased productivity, poor communication, and hindered teamwork. The plan suggests targeted strategies, including team-building exercises, collaborative tools, mentorship programs, and trust-building activities, to address these issues. Success will be measured through tools such as surveys, feedback, and performance reviews. The plan emphasizes proactive, immediate, and ongoing interventions to restore teamwork, ensure efficient problem-solving, and foster a collaborative, high-performing team environment.

Conclusion

This section presents a summary of the study's key findings and conclusions based on the data analyzed. The conclusions highlight the importance of addressing the types and causes of conflicts within departments, the significant impacts these conflicts have on productivity, performance, dynamism, and teamwork, and the effectiveness of HR managers' strategies in resolving these conflicts.

On Table 3. The Different Types of Conflicts Within a Department

The study concludes that conflicts within a department primarily arise from miscommunication and misinterpretation of information, highlighting the importance of clear communication. Differing personal and professional values also significantly contribute to conflicts. Conflicts over work tasks and competition for resources are less frequent but still noteworthy.

On Table 4. The Potential Causes of Conflicts in a Department

The study concludes that unclear communication is a major potential cause of conflicts, leading to confusion among employees. Additionally, differences in professional values and individual goals contribute to misunderstandings, escalating conflicts within the department.

On Table 5.A. The Impact of Conflicts on Various Aspects of Departmental Productivity

Conflicts within a department disrupt workflow and reduce employee productivity. Employees become distracted and find it difficult to concentrate, hampering their ability to complete tasks effectively.

On Table 5.B. The Impact of Conflicts on Various Aspects of Departmental Performance

Conflicts reduce the quality of work output, resulting in a negative impact on performance. The reduction in work quality is a direct consequence of disagreements and differing views within the department.

On Table 5.C. The Impact of Conflicts on Various Aspects of Departmental Dynamism

Conflicts slow down decision-making processes, making it more difficult to reach consensus. The need to consider various perspectives, such as those of managers, supervisors, and employees, further delays decision-making.

On Table 5.D. The Impact of Conflicts on Various Aspects of Departmental Teamwork

Conflicts arise due to a decline in effective communication within the team. Disagreements among employees hinder teamwork, affecting the department's ability to work harmoniously and achieve success.

On Table 6. Conflict Resolution Strategies Employed by HR Managers Within the Department

HR managers employ several strategies to resolve conflicts, including one-on-one meetings, clear policies, and mediation. These strategies aim to foster a more harmonious and productive work environment.

On Table 7. Relationship Between the Impacts of Conflicts and HR Managers' Conflict Resolution Strategies within the Department

There is a positive relationship between the impact of conflicts and the strategies HR managers use to resolve them. As the severity of conflicts increases, HR managers tend to implement more strategies, underscoring the importance of effective conflict management.

On Table 8. The Proposed Contingency Plan

The contingency plan addresses various types of conflicts, their causes, and impacts. It provides strategies for HR managers to reduce conflicts, thereby promoting a more efficient and harmonious work environment.

Recommendations

The following recommendations are based on the findings from the analysis of conflicts within the department and the impact these conflicts have on various aspects of productivity, performance, teamwork, and dynamism. Addressing the identified challenges through effective communication strategies, conflict resolution practices, and proactive management approaches, the department can create a more harmonious work environment, improve team cohesion, and enhance overall organizational efficiency. The proposed strategies aim to reduce misunderstandings, strengthen teamwork, and improve the overall functioning of the department.

On Table 3. The Different Types of Conflicts Within a Department

The researchers recommend establishing clear communication protocols within the department by implementing regular meetings and providing clear instructions to avoid misunderstandings among employees. Additionally, team-building activities and active listening can help both employees and managers understand each other more fully before responding, reducing the likelihood of miscommunication.

On Table 4. The Potential Causes of Conflicts in a Department

The researchers recommend that managers, supervisors, and leaders implement leadership and training practices to regularly review employee roles and expectations. This guidance helps clarify responsibilities, prevent conflicts, and foster alignment within teams. Additionally, team-building activities and cross-departmental collaboration should be encouraged to enhance employees' professional values and support their career goals, thereby strengthening teamwork and organizational cohesion.

On Table 5.1. The Impact of Conflicts on Various Aspects of Departmental Productivity

The researchers recommend that departments introduce tracking tools for productivity to help identify conflicts that negatively affect work output. Implementing training programs, webinars, team-building activities, and mentorship programs can help reduce conflicts and enhance employee productivity.

On Table 5.2. The Impact of Conflicts on Various Aspects of Departmental Performance

The researchers recommend offering coaching to employees to help maintain consistent performance during conflicts. Providing additional support for employees whose performance may be hindered by unresolved issues is essential. A focus on team-based performance, rather than individual problem-solving, can encourage collective resolution. Establishing a performance management system to regularly monitor the impacts of conflicts on team performance is also recommended.

On Table 5.3. The Impact of Conflicts on Various Aspects of Departmental Dynamism

The researchers recommend setting clear goals and objectives to provide specific and reliable instructions that improve decision-making. Furthermore, gathering relevant data is essential for supporting the decision-making process and ensuring more informed decisions.

On Table 5.4. The Impact of Conflicts on Various Aspects of Departmental Teamwork

The researchers recommend establishing clear and effective communication channels to prevent misunderstandings and conflicts within the department. Team-building activities and encouraging open dialogue foster a better workplace culture, where employees feel safe and open to voice their concerns, thoughts, and ideas.

On Table 6. Conflict Resolution Strategies Employed by HR Managers Within the Department

The researchers recommend expanding conflict resolution training for HR managers to empower them in guiding employees and preventing conflicts within the department. Providing this training will enhance negotiation and communication skills, helping to prevent potential conflicts. Additionally, promoting a culture of openness and respect for each employee's individuality will help reduce conflicts and make employees feel safer in the workplace.

On Table 7. Relationship Between the Impacts of Conflicts and HR Managers' Conflict Resolution Strategies within the Department.

The researchers recommend that HR managers regularly assess the level of conflict within the department and implement strategies for conflict resolution. Developing a framework for conflict resolution will help improve workplace harmony and reduce the negative impacts of conflicts within the department.

On Table 8. The Proposed Contingency Plan

The researchers recommend that HR managers adopt and regularly review the proposed contingency plan for conflict resolution. This plan will help identify specific conflicts arising within the workplace and focus on the impacts of conflicts on productivity, performance, and teamwork. Adopting this contingency plan, HR managers can aim to avoid, reduce, and control the negative impacts of organizational conflicts within the department.

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