



EXPLORING THE NEXUS OF CONFLICT MANAGEMENT AND ORGANIZATIONAL PERFORMANCE: INSIGHTS OF EFFECTIVE WORKPLACE DYNAMICS

Ajayi Olalekan Ezekiel¹,
Adeyeye Charles
Tolulope² Salau Alahji
Abdulazeem³ Akinade
Mojisola Esther⁴

^{1,2,3,4} Department of
Business and
Entrepreneurship. Faculty of
Management, and Social
Sciences, Kwara State
University, Malete.

Email:

olalekan.ajayi20@kwasu.edu
adeyeye@acu.edu.ng,
sirsalau@gmail.com, and
akinade@acu.edu.ng.

Abstract

This research examines the complex link between conflict management, organizational performance, and successful workplace dynamics. Conflict within businesses is unavoidable; nonetheless, how it is handled has a substantial influence on overall performance and the quality of workplace relationships. Drawing from relevant literature and theoretical frameworks, this study investigates many aspects of conflict management methods and their consequences for organizational performance. The investigation begins by explaining the importance of conflict resolution in the context of organizational performance. It emphasizes the negative impact of unresolved disagreements on increased productivity, employee morale, and company culture. It emphasizes the need to foster open communication lines, develop clear dispute-resolution procedures, and nurture a culture of respect and empathy. The study underscores the importance of leadership in setting the tone for conflict resolution, highlighting managers' need to serve as facilitators of constructive discourse and advocates for corporate values. Conflict management affects organizational performance measures such as collaboration, competing, Competing, avoiding, and accommodation. It demonstrates the link between successful conflict management and Organizational Performance in the workplace and its impact on increased team cohesiveness, innovation, and flexibility. Organizations can achieve long-term success by reducing interpersonal conflict and fostering a supportive work environment. this study calls for comprehensive knowledge of conflict management as an essential component of workplace effectiveness. Organizations may successfully traverse hurdles and prosper in today's changing business world by using proactive conflict management solutions based on empathy, teamwork, and shared purpose.

Introduction

The relationship between organizational performance and conflict management is essential for creating a positive and productive work environment. Conflict at work may lead to low morale, increased stress, and dissatisfaction with one's employment, all of which hurt productivity and organizational performance. An inclusive and pleasant organizational culture may be fostered through several tactics, which can boost employee happiness, productivity, and creativity inside any firm. Conflict management is one strategy for improving organizational performance (Zahid & Nauman, 2023). Conflict management may influence organizational performance, both favorably and adversely. According to research findings, non-integrative conflict management has a statistically significant negative impact on organizational performance, whereas conflict compromise, accommodation, collaboration, competing, and avoidance have a significant positive relationship with organizational performance and workplace impact. Effective conflict resolution techniques can improve organizational performance and have a favorable impact on work satisfaction. The method of conflict management used by a company is greatly influenced by its leadership style. Open communication, developing trust, and fostering a healthy work environment are all encouraged by effective leadership and are essential for handling disagreements and improving organizational performance. The way disagreements are resolved inside an organization is greatly influenced by the leadership style that is used. Though they lack actual control inside their business, laissez-faire leaders defer decision-making to their followers or team members, and transformational leaders support individuals in the process of dispute resolution and overall team dynamics. (Ugbomhe & Olu, 2023). There is a negative correlation between dominating conflict and the transactional leadership style and a large positive correlation with compromise. The impact of management on workplace organizational performance has revealed that non-integrative conflict management has a statistically significant negative effect on organizational performance, whereas conflict compromise, accommodation, collaboration, competing, and avoiding strategies have a significantly positive relationship with organizational performance. Effective conflict resolution approaches can help organizations perform better and increase employee satisfaction. Open and transparent communication channels promote the sharing of ideas, concerns, and criticism, resulting in a more transparent dispute resolution process. Effective dispute resolution requires selecting the right communication channel; in distant work environments, in particular, face-to-face contact is frequently desirable but not always possible. Effective dispute resolution can still be facilitated by textual communication or the use of video conferencing tools. In the workplace, effective conflict resolution techniques and procedures are essential since misunderstanding is frequently the root of conflict and may be avoided with the right techniques and procedures. Maintaining open lines of communication during conflict resolution entails identifying the issue, applying active listening techniques, concentrating on the issue, looking for common ground, controlling feelings, and checking in to see how things are going. To foster a supportive and effective work environment, leaders must acknowledge the influence of communication on team dynamics and give conflict resolution a priority by developing emotional intelligence and offering conflict resolution training. Organizations should prioritize increasing the use of conflict management techniques like negotiation and third-party intervention while

establishing efficient channels of communication to handle conflicts. Both effective communication and conflict management are essential for improving organizational performance. Job satisfaction, staff morale, and general team cohesiveness within a company are all strongly impacted by how fair, reasonable, and equitable dispute resolution procedures are seen. Equality in the workplace must be a part of a just, effective, engaging, resource-sufficient conflict management system that achieves the desired organizational outcome. Effective conflict management stimulates innovation, productivity, and tolerance, which in turn creates a positive work environment and increases employee engagement. As such, conflict management is a tool for improving organizational performance. Researchers studying the impact of workplace conflict management on organizational performance discovered that, while non-integrative conflict management harms organizational performance, conflict compromise, accommodation, collaboration, competing, and avoiding all have a significantly positive relationship with organizational performance. Organizations should prioritize the use of additional conflict resolution strategies, such as negotiation and third-party involvement, while also building effective communication channels. (Modupe et al., 2020; Ausat et al., 2023)

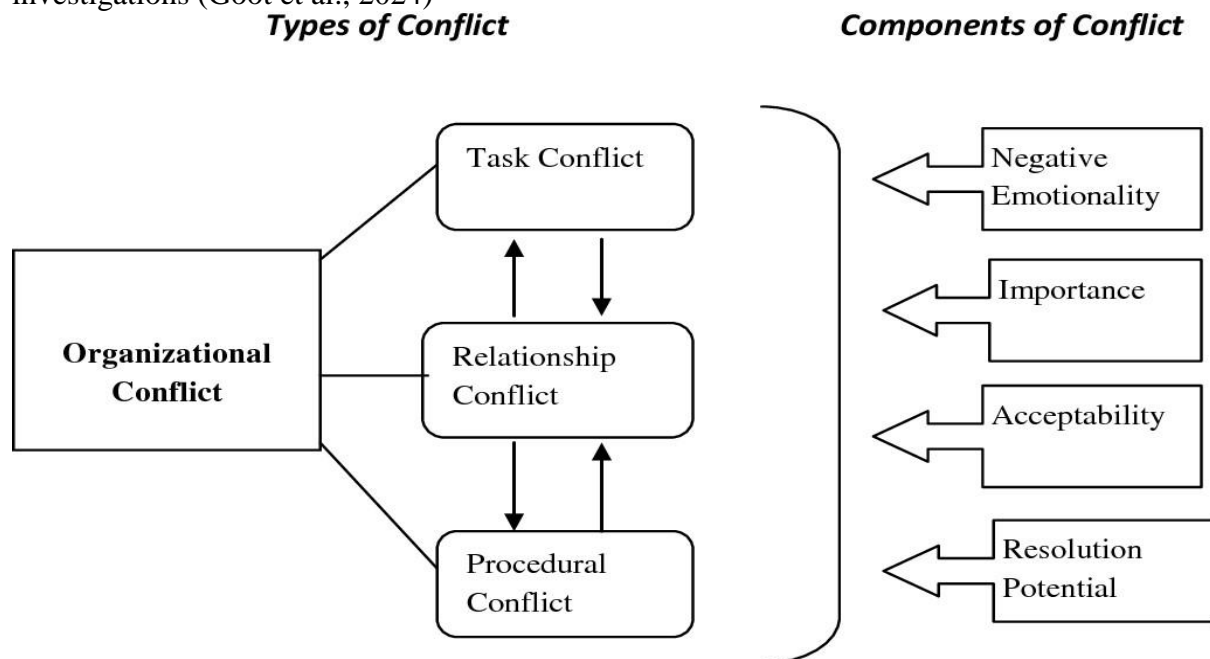
Both good leadership and conflict management are essential for improving organizational performance. The technique and skill set known as conflict management enables managers to recognize, stop, lessen, and eventually eradicate conflict in the workplace. Good conflict management leadership produces positive corporate results because, in effective conflict management, all parties involved—regardless of their "side"—feel respected and understood. Effective conflict management does require an understanding of and ability to handle power relations. Unbalanced power may have a big effect on employee satisfaction and morale as well as the dispute-resolution process. Conflicting parties frequently have a power dynamic at work where one person has greater influence than the other, such as a manager and employee or employees from different departments. Effective conflict resolution requires power balance because it encourages cooperation in the search for a solution that satisfies the interests of all parties. The relative influences, skills, and interests of several participants in a conflict scenario are known as power dynamics, and they can either facilitate or obstruct efforts to find a mutually agreeable resolution. Detailed discussions of power dynamics in conflict situations call for the use of problem-solving, assertiveness, empathy, and feedback skills. When determining the power dynamics of a dispute, one must evaluate the relative disparities in position, influence, and power among the parties involved. Once these distinctions are identified, appropriate techniques and tactics may be applied to successfully and effectively manage power dynamics. The ability to influence others is known as power, and it may be used to achieve goals, resolve disagreements, and form connections. However, power imbalances may lead to conflict, aggravation, and resentment, thus understanding and controlling power dynamics at work is crucial. (Sulistia and Widigdo, 2023). Understanding the root reasons for power imbalances, which are typically found in people's attitudes and beliefs, is essential for changing power dynamics. Addressing these core ideas makes it possible to transform power dynamics and create a safer and better working environment in the firm. (Gordienko-Mytrofanov et al., 2023).

Definition of conflict

A traditional definition of conflict is a struggle or argument between people who have different goals, desires, opinions, beliefs, or aspirations. (Barros & Olinto, 2023) highlights the fact that disputes should also be described in terms of incompatibility or differences in problem viewpoint, rather than just in terms of violence (behaviors) or hostility (attitudes). The behavioral side of conflict is the main emphasis of this concept. Conflict arises in an organization when people have divergent opinions on operational and policy topics. Evidence by (Philippot et al., 2023). posit that Perception plays a crucial role in conflict, as it is the process by which individuals translate sensory impressions into a coherent and unified view of the world around them. Subjective perception, which is based on personal experiences and views of life, can lead to differences in how parties involved in a conflict interpret the same situation and might lead to miscommunications, arguments, and the feeling that their needs, interests, or worries are at danger, which would eventually end in conflict. Peace processes and conflict resolution depend on an understanding of and attention to the subjective impressions of all parties involved. To effectively manage conflict, one must be willing to consider how others have seen the situation and be willing to change one's perspective in response to new facts. (2023) Olufunke & Christianah

Research Framework

The major purpose of this study is to explore how conflict management influences organizational performance in the workplace, which serves as the independent variable (IV). Conflict management represents the variables accommodation, avoidance, compromise, competition, and collaboration. The dependent variable (DV), organizational performance in the workplace, serves as the moderating variable. The researcher developed the model for this study using the following investigations (Goot et al., 2024)



Conflict in Workplace

Workplace conflict is a typical occurrence that can negatively affect employee morale and productivity inside a business. Conflicts in the workplace result from divergent perspectives on the many problems that an organization faces, which can lead to both equality and inequality.

Using a variety of strategies and tactics, including teamwork, negotiation, accommodation, challenge, and avoidance, is necessary to manage disputes at work. Depending on what causes disagreements within an organization, each of these remedies has a different applicability. Positive outcomes from resolving disputes in the workplace are instrumental in ensuring team members learn from disagreements to avoid future misunderstandings. Conflict resolution takes time, and commitment, and allows for constructive change. Power imbalances can significantly impact the resolution process and the satisfaction and morale of employees. Effective conflict Organizations should prioritize increasing the use of conflict management techniques like negotiation and third-party intervention while putting up efficient communication channels to handle conflicts. Effective communication and conflict management are essential for improving organizational performance. The resolution requires balancing power because it encourages cooperation in the search for a solution that satisfies the interests of all parties. The perception of fairness, justice, and equity in conflict resolution processes directly impacts job satisfaction, employee morale, and overall team cohesion within an organization. Organizations should prioritize increasing the use of conflict management techniques like negotiation and third-party intervention while putting up efficient communication channels to handle conflicts. Effective communication and conflict management are essential for improving organizational performance.

STRATEGIES TO OVERCOME CONFLICTS IN WORKPLACE USING WIN-WIN APPROACH

The win-win technique is a cooperative approach to conflict management that looks for a mutually agreeable conclusion. This strategy is highly relevant to the research on how conflict management and organizational performance are related. According to research, managing conflicts well may help a company become more productive because it fosters innovation, productivity, and tolerance, all of which improve employee engagement and foster a positive work environment.

There is a strong positive correlation between organizational performance and collective bargaining tactics, accommodation, and conflict compromise, according to research on the effects of workplace conflict management on performance. These findings emphasize the importance of adopting win-win strategies in conflict management to positively impact organizational performance. By prioritizing collaborative approaches and seeking solutions that address the concerns of all parties, organizations can foster a positive and productive work environment, ultimately contributing to enhanced organizational performance. (Hwang & Shin, 2023)

Source of Conflict in Workplace

Misunderstandings, poor communication, or lack of clarity in instructions can lead to conflicts among colleagues, affecting performance, teamwork, morale, and profits (Nadia et al., 2023) To resolve workplace conflicts, it is important to address issues immediately, set clear expectations, and build active listening skills (Aulia et al., 2023). To avoid misunderstandings and establish expectations, effective communication—which includes having an open discourse and using appropriate dispute-resolution techniques—is crucial for preserving harmony and productivity at work (Kurniawan & Dewanti, 2023) Furthermore, it's critical to guarantee that all staff members

are responsible for resolving conflicts and that procedures and communications are transparent and consistent. (Fachruddin et al., 2022)

Differences in Personality or Work Styles

Differences in personality or work styles can lead to conflicts and misunderstandings in the workplace. There are different types of work styles, including logical, idea-oriented, detail-oriented, and supportive (Olga & Anna, 2022) (Chenevert et al., 2022) It's important to recognize that most people employ two, three, or even all four styles throughout their careers and that different pieces of one's personality may stand out more depending on the role (Castellini et al., 2022). Personality and work style tests, such as the Myers-Briggs Type Indicator, DISC, and Culture Index, can help individuals identify their strengths and weaknesses, but should not be the sole basis for assigning a work style [(Shahzad et al., 2022) To better understand one's work style and those of their team, it's important to pay attention to the way one works, ask questions, and communicate openly (O'Brien et al., 2021) Additionally, it's important to recognize that different work styles can influence productivity and collaboration and to find ways to work together effectively despite these differences (Thomas et al., 2020)

Competing Goals or Priorities

Competing goals or priorities can lead to conflicts in the workplace. It is crucial to managing these competing priorities effectively to ensure that everyone is working towards the same goals and that priorities are aligned (Kurniawan & Dewanti, 2023) Open communication, understanding each party's perspective, and seeking solutions that accommodate different priorities are essential for resolving conflicts caused by competing goals (Anson, 2023) Additionally, it's important to explore areas where people often don't align, show tolerance and acceptance of differences, and demonstrate respect for all individuals in the organization to mitigate conflicts arising from conflicting priorities (Lian, 2023) By promoting open dialogue and finding common ground, teams can work together to address competing goals and priorities, ultimately reducing the risk of conflict and increasing productivity (Kwofie, 2023)

Resource allocation

Resource allocation can lead to conflicts in the workplace, especially when the demand for a resource exceeds its availability or when there are conflicts of interest. To address these conflicts, it is important to manage resource conflicts effectively using various strategies such as negotiation, communication, collaboration, compromise, or escalation (Kwaku, 2021) Additionally, it's crucial to consider absences, get ideas and inputs from all team members, and collaborate to manage resource conflicts effectively (Glilekpe et al., 2022) Conflict resolution strategies, open communication, and transparency are essential to identify and address conflicts of interest in resource allocation (Kwofie et al., 2023) By fostering trust, transparency, and accountability, organizations can mitigate resource allocation conflicts and ensure that employees have the resources they need to perform their roles effectively (Khandpur & Pahwa, 2023)

Leadership styles

Leadership styles are vital to a leader's performance. There are numerous leadership styles, each with unique qualities, benefits, and drawbacks. The most frequent leadership styles are visionary, coaching, affiliative, democratic, pacesetter, and commanding/autocratic. Each style has strengths and drawbacks, and leaders must recognize their style and adapt it to various situations. Understanding one's leadership style enables leaders to better interact with their people and identify areas for development. Furthermore, it is critical to acknowledge that no single leadership style is acceptable in all situations, and leaders should examine each scenario and choose the best style at the time or mix all of them. Effective leadership is more about a leader's personality and ability to take command and determine if a circumstance necessitates an executive choice or a collaborative strategy. Leaders may increase trust, create cooperation, and achieve their objectives by knowing and adapting to various leadership styles. (Brewster et al, 2023; Abdulraheemet et al, 2020).

Role ambiguity

Role ambiguity occurs when an employee is not given a clear job description, defined objectives, or a breakdown of responsibilities, leading to confusion and uncertainty about their role (Alblihed & Alzghaibi, 2022). This lack of clarity can impact employee retention, job satisfaction, and productivity, ultimately resulting in underperformance and a drop in motivation (Yean et al., 2022). Role ambiguity is the opposite of role clarity and can lead to work-related stress, disengagement, and poor performance (Nielsen et al., 2022). It has been found that leader support can modify the effect of role ambiguity on employee engagement and extra-role behaviors, highlighting the importance of leadership in mitigating the negative consequences of role ambiguity (Martínez-Díaz et al., 2021). To address role ambiguity, strategies such as providing clear job descriptions, setting concrete expectations, and fostering open communication can be effective in reducing ambiguity and its detrimental effects (Cappellaro et al., 2023).

Organizational change

Organizational change is the process of making important changes to a company's structure, culture, or other aspects to meet new problems and enhance operations. There are several ways that this shift might manifest itself, such as unplanned, personnel, strategic, structural, or transformative changes. Organizational change is often necessary for companies to succeed and grow, and it can be a response to various factors such as shifts in the economy, new market opportunities, or technological advancements. (Chernyavs'ka & Kovtun, 2022). One of the biggest obstacles to organizational change is resistance to change. People may resist change due to the disruption of habits, fear of failure, potential negative impacts, or a loss of power. Effective organizational change management is essential to enact these alterations effectively and address the resistance to change. It involves developing a clear change management plan tailored to the type of change to be made, and it is crucial for the success of the change process. Organizational change can have a significant impact on employees and teams, leading to disruptions and the need to accommodate new skill sets and talents. Therefore, leaders need to think about how to manage these changes and shift priorities when necessary. Companies may navigate change more effectively and guarantee a seamless transition for all stakeholders by recognizing the various

organizational change types and putting effective change management techniques into practice. (Santos & Aires, 2023)

The Value of Dispute Resolution in the Workplace

Conflict resolution is crucial at work because it improves morale, facilitates communication, and boosts productivity. Increased trust and connection among team members, better leadership, better team performance, lower employee stress and absenteeism, and improved workplace collaboration and communication are all possible outcomes of effective conflict management. Finding solutions that work for everyone involved, recognizing and resolving problems constructively, and keeping disputes from getting worse are all part of conflict management. It is essential because it promotes a positive work environment, improves communication, and boosts productivity. Instead of attempting to avoid conflicts completely, conflict management aims to settle them peacefully.

Employees at all levels may benefit from conflict management because it gives them the tools to settle problems, encourage fruitful interactions, and foster a pleasant work environment. Employees may get conflict resolution techniques, conversational facilitation skills, or the information needed to draft conflict management policies and procedures as part of their conflict management training.

The prevention of unresolved disputes' detrimental effects, such as lower productivity, lowered morale among staff members, and higher employee turnover, makes conflict management crucial. Enhancing the organization's overall image and cultivating a more positive culture are further benefits. Instead, then focusing only on preventing disputes, conflict management involves positively handling them.

Conflict management styles in the workplace

Conflict management styles are essential in the workplace to handle conflicts effectively. There are five common conflict management styles, including accommodating, avoiding, compromising, competing, and collaborating.

Accommodation

A key component of the accommodating conflict management technique is prioritizing the needs of others before one's own. It works best when there is a tight deadline when one wishes to diffuse or prevent an argument, or when preserving the connection is more essential than getting one's way. This strategy should only be employed infrequently as it gradually undermines confidence. Taking the easy route will not get one more respect than having the guts to stand up for oneself and face conflict head-on, even if it involves making unpopular decisions. The accommodating style may lead people to take advantage if they know you easily give up, potentially resulting in a loss of self-confidence and a lack of consideration for one's viewpoints in the future. It is important to assess each situation separately and ensure that the conflict is worth accommodating. This style can be time-consuming and may lead to delays, particularly in situations where deadlines are critical. Therefore, it is essential to balance the accommodating style with other conflict

management styles to ensure that the needs of all parties are effectively met. (Hwang & Shin, 2023)

Avoiding

The avoiding conflict management style involves ignoring or withdrawing from a conflict rather than facing it. In the workplace, avoiding can refer to ignoring a problem, hoping it will go away, or delaying a decision. Avoiding can be an effective conflict management style when the issue is minor, when emotions are high, or when there is a lack of information. It may, however, also result in bitterness, mistrust, and a refusal to deal with the actual problem. The workplace culture may suffer from avoidance, which might result in worse performance, morale, and productivity (Mubashir & Siddiqui, 2023). Therefore, it's important to balance avoiding with other conflict management styles, such as collaborating or compromising, to ensure that the needs of all parties are effectively met. Effective conflict management involves developing a clear change management plan tailored to the type of conflict, fostering open communication, and understanding the different conflict management styles. (López-Cabarcos et al., 2023)

Compromising

The compromising conflict management style involves finding a middle ground where both parties make concessions, aiming to achieve a solution that partially satisfies each party. It is effective when there are two equally formidable parties with differing interests and can be a valuable tool for managers dealing with multiple parties with conflicting interests. However, while compromise can produce a temporary solution, it may not address underlying issues, and both parties may feel discontent in the long term. An example of the compromising style in practice is when two parties in a construction project disagree on how to proceed, and they agree to ask the client for a one-week extension on the deadline, with both parties making concessions. This style is suitable when there is a need to expediently reach a mutually acceptable solution that partially satisfies both parties in the conflict. (Kanyip & Chioma, 2023)

Competing

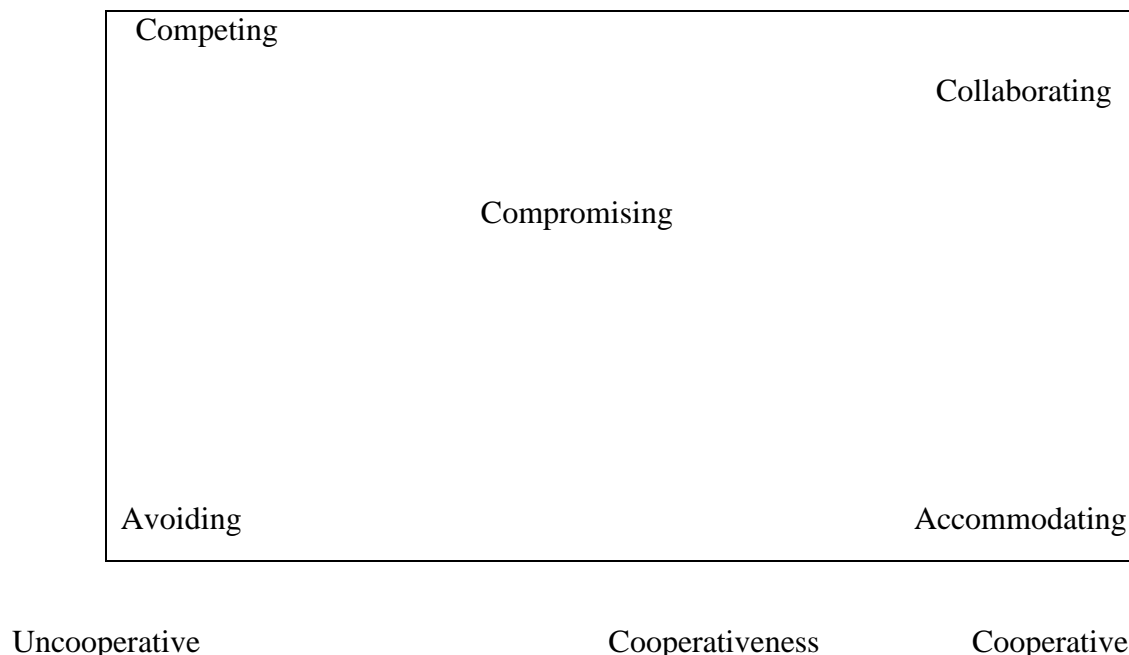
The competing conflict management style is characterized by a high level of assertiveness and a low level of cooperativeness. Individuals using this style prioritize their own goals and objectives over the concerns of others and may approach conflict as an opportunity to exert power or show dominance. This style is suitable in situations where quick decisions need to be made, or when there is a clear right or wrong. However, using the competing style too often can lead to negative outcomes, such as breeding animosity and bitterness in the office. It is important to be transparent and direct when using the competing style, and to avoid escalating conflicts. This approach can be effective when looking for an immediate resolution, but it is a win-lose conflict resolution, which may not be suitable for all situations. Understanding the different conflict management styles, including their advantages and disadvantages, can be key to effective conflict resolution in the workplace. (Miller et al., 2022)

Collaboration

A potent method of resolving disputes that is based on collaboration, honest dialogue, and identifying win-win solutions is the collaborative conflict management style. It is creating an atmosphere that is inclusive and participatory to address the core reasons for the dispute as a group. This style is effective in situations where the goal is to create a solution that leaves all parties satisfied and is particularly beneficial in the ever-evolving landscape of hybrid and remote work environments. However, it can be time-consuming and may require a significant amount of energy. It is important to recognize that not every conflict requires a collaborating approach, and it is essential to balance this style with other conflict management styles to ensure that the needs of all parties are effectively met. (Bajwa et al., 2023)

The influence of conflict management on organizational performance is directly associated with the conflict-handling intents of accommodating, avoiding, compromising, and competing. Empirical studies have demonstrated that conflict resolution tactics like collective bargaining, compromise, and accommodation have a markedly positive impact on organizational performance, whereas non-integrative tactics like dominance, competition, and avoidance have the opposite effect.

Conflict management strategies like collective bargaining, compromise, and accommodation, for instance, have a significantly positive relationship with organizational performance, whereas non-integrative conflict management strategies like competition, domination, and avoidance negatively impact organizational performance, according to a study on the impact of workplace conflict management on organizational performance in a Nigerian manufacturing firm. Thus, the decision on how to handle conflicts may have a big effect on how well an organization performs. To improve organizational effectiveness, it's critical to comprehend and use the best conflict-management techniques (Zahid & Nauman, 2023).



Four main conflict-handling intentions are depicted in Figure 2 along the cooperativeness and assertiveness axes. The extent to which one side makes an effort to accommodate the other's attempts to address his concerns is referred to as cooperativeness. The competing (aggressive and uncooperative); accommodating (aggressive and cooperative); and compromising (midrange on both assertiveness and cooperativeness) are the five conflict-handling intentions.

Social conflict theories

Social conflict theory, a sociological approach, offers a prism through which to examine the link between conflict management, organizational performance, and successful workplace dynamics. According to conflict theory, society is characterized by various types of inequality and resource rivalry, which causes tensions and conflicts among different groups. Conflict theory says that disputes in companies are frequently caused by differences in power, resources, and position among employees, as well as across various departments or hierarchies within the firm. These conflicts can take many forms, including interpersonal conflicts, disputes over objectives or resources, and conflicts resulting from organizational policies and practices that perpetuate inequality. Effective conflict resolution becomes critical in handling these internal issues within the company. Conflict management solutions based on conflict theory acknowledge the underlying power relations and strive to address the main causes of disputes rather than simply treating their symptoms. This might include supporting openness, justice, and inclusion in decision-making processes, as well as creating open communication channels so employees feel empowered to express their problems and grievances. Furthermore, conflict theory emphasizes the significance of organizational performance in sustaining or resolving workplace disputes. Conflict management and resolution have a significant impact on organizational performance, including productivity, efficiency, and profitability. Employee morale and motivation may deteriorate in circumstances when disagreements are not handled or managed properly, resulting in lower productivity and overall organizational performance. Organizations that successfully handle disputes and develop a culture of cooperation and mutual respect, on the other hand, are more likely to have greater levels of employee engagement and satisfaction, as well as better performance outcomes.

Finally, conflict theory provides a framework for understanding the dynamics of conflict inside organizations, with a focus on power differentials and resource allocation in shaping interpersonal and intergroup tensions. Organizations may improve their performance outcomes as well as the general dynamics of the workplace by using conflict management tactics informed by this approach.

Empirical Review

Okwuise et al., (2020) examined the impact of dispute resolution strategies on employee productivity in the Nigerian banking industry. Structured questionnaires were employed to gather data for the study from six Nigerian banks. The use of SPSS analytic tools enabled the performance of regression and correlation studies. The findings demonstrated that while avoiding and compromising during a disagreement has a major influence on employee performance, managing

conflict itself has little effect. The research recommended holding regular staff meetings with management to address issues at a Nigerian manufacturing business.

John-Eke& Akintokunbo (2020) reviewed the literature with an emphasis on using conflict management as a method to improve organizational effectiveness. To produce good results that will result in organizational success, the emphasis was placed on understanding the nature, relevance, and degrees or types of conflicts that exist inside an organization. A review was conducted of relevant periodicals, textbooks, and online publications in the domains of management, organizational behavior, and other related fields. The results showed that disagreements do not always reflect poorly on the company; rather, well-managed disagreements foster healthy competition, increase team engagement, and improve communication. It is recommended that businesses retrain their staff on conflict management techniques, challenging the popular but incorrect belief that conflict is harmful and should be avoided at all costs. Depending on the kind and form of the disagreement, managers should implement one or more strategies.

Adilo (2019) centered on managing conflicts and improving organizational performance, specifically mentioning a few breweries in South East Nigeria. The goals were to ascertain how organizational performance and conflict management techniques—such as negotiation, collaborative consultation, collective bargaining, and alternative dispute resolution—relate to one another. Relevant theoretical and empirical literature were reviewed for the investigation. The theoretical foundations of this work were unitarized, pluralist, and radical. The study's design was based on the survey research approach. The sources of the data were consulted. Five brewing businesses in all were included in the sample. Frequency tables and percentage analysis were used to examine the generated data. The developed hypotheses were tested using regression analysis. The study's findings showed a strong positive correlation between organizational performance and each of the four conflict management procedures examined: alternative dispute resolution, collaborative consultation, collective bargaining, and negotiation. The study finds that, in a subset of Southeast Nigerian brewing enterprises, conflict management significantly improves organizational performance.

Objective of the Study

The main objective of the study is to look into and evaluate the benefits and drawbacks of conflict management for organizational performance.

Organizational Performance

Methodology

The present investigation used a meta-analysis to examine the benefits and drawbacks of conflict management and organizational effectiveness. Davidson (2020) defines a meta-analysis as a statistical synthesis of the findings from several studies that address a single, linked research subject. Following the Quality in Prognosis Studies (QUIPS) review methodology, this meta-analysis incorporated data from eighteen studies (Hayden 2013). The QUIPS technique is helpful in meta-analyses to assess the potential for bias in observational studies. It leads researchers through a methodical examination of six key areas to ensure a thorough assessment of each study's caliber and the validity of its conclusions: research involvement, attrition, prognostic factor measurement, confounding measurement and accounting, outcome measurement, analysis, and reporting (Hayden 2013; Page et al. (2020) performed a meta-analysis in compliance with the Preferred Reporting Items for Systematic Reviews and Meta-Analysis (PRISMA) guidelines).

Search strategy

The systematic review employed a predetermined search strategy, searching databases such as CINAHL, Google Scholar, and Web of Science for relevant publications published between January 2019 and September 2023. Adopted keywords include "win-win," "workplace," "social conflict theories," "organizational performance," and "conflict management." Effective search strings like (Conflict Management OR Conflict OR Conflict resolution OR organizational performance OR organization) were produced by combining keywords and using Boolean operators.

Eligibility criteria

Studies that examined organizational performance and conflict management with a focus on quantitative data-collecting methods meet the inclusion requirements for this systematic review meta-analysis. The targeted population includes employees in all categories of life. The inclusion of quantitative research focusing solely on organizational performance and conflict management is one of the study design requirements. Only peer-reviewed English articles published during the

last five years were included in the study; conference abstracts, posters, editorials, and non-peer-reviewed publications were excluded. The goal of the review is to incorporate research done in various work environments. These criteria ensure a focused and comprehensive synthesis of quantitative studies examining the link between conflict management and organizational performance.

Data extraction

To assure consistency, the data extraction and management for this meta-analysis entails creating a uniform extraction form, testing it beforehand, and training reviewers. Extracted data on the study's design, participant characteristics, organizational performance metrics for conflict management, and outcomes are arranged in a structured database. The database, which is kept up to date using specialized tools or spreadsheet software, is routinely checked for accuracy and completeness. The study team has access to the final database in anticipation of data synthesis considerations. The robustness of the meta-analysis is enhanced by this transparent and systematic approach, which guarantees the consistency and repeatability of the data extraction procedure.

Quality assessment

Hayden et al. (2013) created the Quality in Prognosis research (QUIPS) tool, which systematically analyzes important domains in prognosis research. Each of the six QUIPS domains—statistical analysis/reporting, study confounding, prognostic factor evaluation, outcome measurement, and study participation—has its risk of bias assessed independently. Each domain receives an independent evaluation and a risk of bias score (low, moderate, or high) when pertinent data is collected from the included research. Then, by combining domain assessments, an overall assessment of the study's bias risk is produced. Convergence or the engagement of a third party is used to settle disputes. By ensuring a transparent and rigorous assessment of the methodological quality of prognostic studies, this rigorous process enhances the validity and reliability of the meta-analysis's findings.

Data analysis

Thorough Meta-study (CMA) software (Borenstein et al., 2005) was used to conduct a rigorous study of the metanalysis data on the positive and negative contributions of Conflict Management and Organizational Performance studies. The Comprehensive Meta-Analysis (CMA) program is a tool used in systematic reviews and meta-analyses. It has several features that help with sensitivity analyses, effect-size estimation, and heterogeneity assessment. The combined results from many

research were calculated using random-effects models to calculate correlation effect sizes while taking heterogeneity into account, using statistical techniques known as meta-analysis. Using a thorough method, CMA methodically arranged and entered data from various research. The limited maximum-likelihood estimator (REML) approach was employed for heterogeneity evaluations, which added to a more sophisticated comprehension of variability. To improve result dependability, CMA's features also included sensitivity analyses and publication bias mitigation. The implementation of CMA in the systematic review ensured a consistent, rigorous, and advanced analysis, improving the validity of aggregated findings about the complex interactions between organizational performance and conflict management in many circumstances.

Study selection, data extraction, and quality appraisal

In a two-phase approach, two of the research authors independently evaluated the selected papers for their applicability. At first, titles and abstracts were used to filter research. They then went over the entire text to do additional analysis. During both phases, the authors collaborated to resolve disagreements, and they used a spreadsheet made especially for that purpose to extract data independently. Ten randomly selected papers were used to test this spreadsheet, and it was changed as necessary. The process of extracting data involved obtaining information about all relevant references, the nation in which the study was carried out, the study's design, demographics, sample size, exposure details, and outcomes of interest. Additionally, quantitative findings and instruments for evaluating conflict management and organizational performance were also gathered. The objective was to obtain a quantitative evaluation of the choice and determine if the exclusion of unpublished research was the correct one. Figure 1 reports a flow chart of the research selected by the PRISMA declaration.

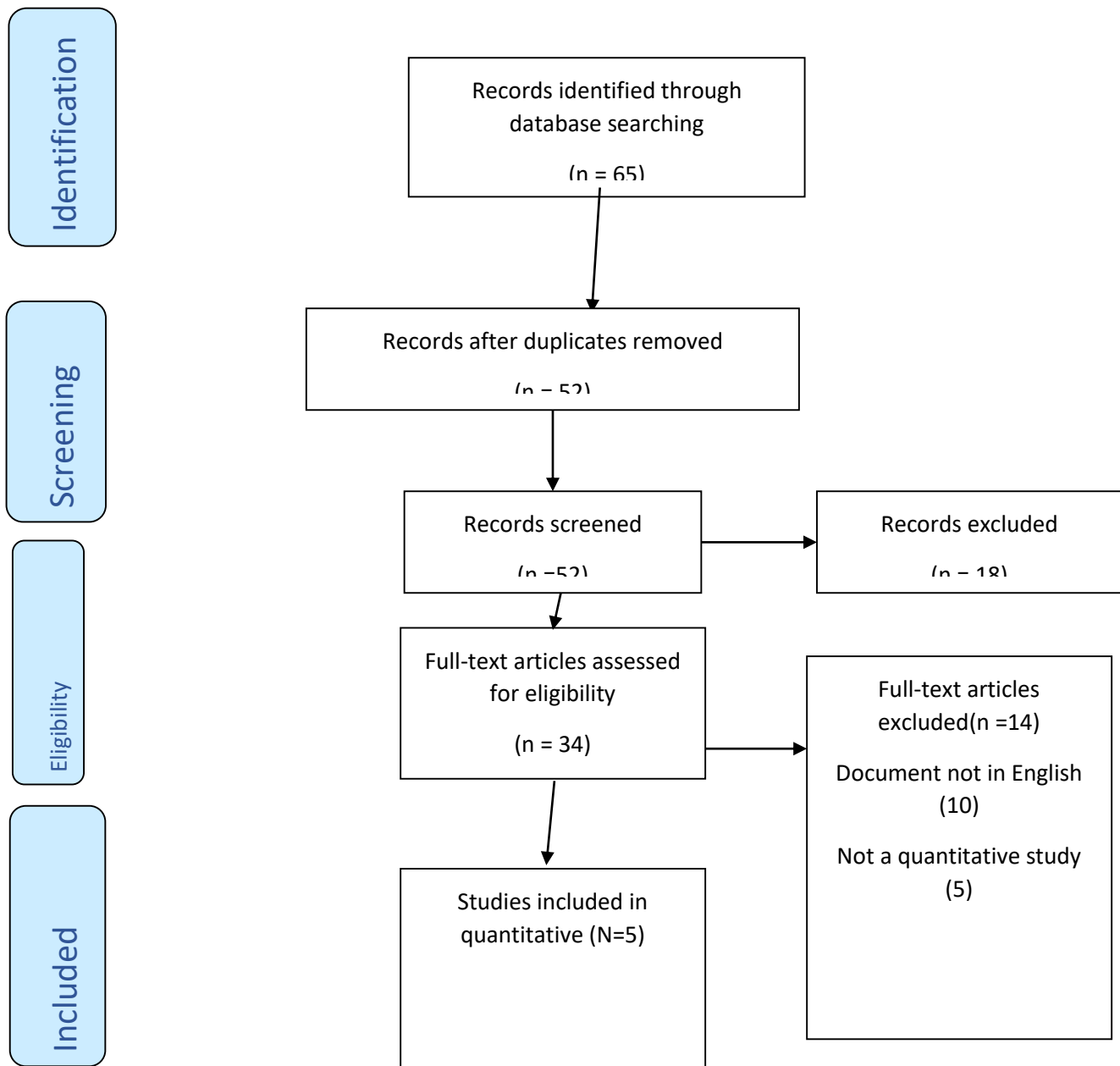


Figure 1. PRISMA study flow diagram

The characteristics of the included studies

4.0 Data Analysis and Findings

Table 1: summary of study done from 2019 to 2023

Study	Sample Size	Industry	Measure of Conflict Management	Measure of Organisational performance in the workplace	Effect Size (r)
Zahid & Nauman, 2023	288	Manufacturing	Accommodation	Personality	0.97
Sulistia and Widigdo, 2023	248	Education	Avoiding	Competing goal	0.039
(Modupe et al., 2020)	318	Public Sector	Compromising	Resources allocation	0.672
Aranki et al., 2019	7	Bank	Competing	Leadership styles	0.907
Ugbomhe & Olu, 2023	507	Education	Collaboration	Role ambiguity	0.821

Conclusion

In summary, this study has provided important insights into productive workplace dynamics by illuminating the complex link between conflict management and organizational success. Conflict within organizations is inevitable and can arise from various sources, including differences in goals, values, personalities, and work styles. However, how organizations manage and resolve these conflicts significantly impacts their overall performance. Through an extensive review of literature and empirical evidence, it has become evident that effective conflict management strategies can contribute positively to organizational performance. When conflicts are managed constructively, they can stimulate creativity, innovation, and critical thinking among employees. Moreover, resolving conflicts in a timely and fair manner fosters a positive work environment, (Ugbomhe & Olu, 2023) in their study, The investigation closely examined the relationship between the performance of a public university in Edo State, Nigeria, and macro-level strategies for lowering conflict dysfunctions. The findings of the study demonstrated that public universities' organizational performance is significantly impacted by macro-level conflict management

techniques. Therefore, it can be said that the significance of employing macro-level strategies for conflict management cannot be understated since they must give special consideration to the requirement for conflict management for enhanced organizational performance.

Recommendations:

Several recommendations are made based on the study's findings for companies looking to improve organizational performance and their conflict management procedures:

Implement Conflict Resolution Training: To provide managers and staff with the tools they need to recognize, handle, and end conflicts amicably, organizations should fund training initiatives. The skills covered in these training sessions may include problem-solving, negotiation, mediation, and active listening.

Encourage an environment where employees feel free to voice their worries, suggestions, and criticism by fostering an open communication culture. By fostering an environment of openness and confidence, it is possible to stop disputes from getting worse and resolve them sooner rather than later.

Make sure that policies and procedures are clear: Provide precise guidelines and protocols for handling internal disputes inside the company. Make sure staff members are aware of what to do in the event of a dispute and have access to the right tools, such as HR staff or mediation services.

Promote Diversity and Inclusion: Embrace diversity and inclusion initiatives to create a more inclusive workplace where different perspectives and opinions are valued. By fostering a culture of acceptance and respect for diversity, organizations can reduce the likelihood of conflicts based on bias or discrimination.

Monitor and Evaluate Conflict Management Practices: Regularly assess the effectiveness of conflict management practices within the organization. Solicit feedback from employees through surveys or focus groups to identify areas for improvement and implement necessary changes accordingly.

Organizations may foster a more harmonious workplace, increase employee engagement and happiness, and ultimately boost organizational performance by putting these suggestions into practice. In today's changing corporate environment, effective conflict management is crucial for fostering cooperation, creativity, and organizational resilience in addition to helping to resolve disagreements.

Discussion for Further Study

While this study gave significant insights into the link between conflict management and organizational success, there are various paths for additional research that might increase our understanding of effective workplace dynamics.

Longitudinal Studies: Long-term research on conflict management strategies may shed light on how these approaches evolve and impact an organization's overall effectiveness. By tracking disagreements and performance metrics over time, researchers might identify trends, patterns, and causal relationships that would not be evident in cross-sectional investigations.

Comparative Analysis: Comparing conflict management practices and organizational performance across different industries, sectors, and cultural contexts could reveal valuable insights into the universality or context dependency of effective strategies. Understanding how cultural norms, legal frameworks, and industry-specific factors influence conflict management approaches can inform tailored interventions for diverse organizational settings.

Mediating and Moderating Factors: Examining the variables that influence the ties in the middle of conflict management and organizational performance may provide a more thorough understanding of the underlying mechanisms at play. The outcomes may be impacted by interactions between conflict management strategies and elements including staff demographics, corporate culture, leadership philosophies, and technological advancements.

Qualitative Research: Qualitative studies employing in-depth interviews, focus groups, and case studies can offer rich insights into the subjective experiences and perceptions of individuals involved in conflicts and their outcomes. Exploring the lived experiences of employees, managers, and stakeholders can uncover underlying dynamics, emotions, and power dynamics that quantitative measures alone may overlook.

Intervention Studies: Designing and implementing intervention studies to evaluate the effectiveness of specific conflict management interventions on organizational performance outcomes can provide actionable insights for practitioners. By testing the impact of training programs, policy changes, or cultural initiatives, researchers can assess which interventions yield the most significant improvements in conflict resolution and performance.

Multi-level Analysis: Conducting multi-level analyses that consider conflicts and performance outcomes at individual, team, departmental, and organizational levels can capture the complex interplay between micro and macro-level factors. Understanding how conflicts manifest and are managed across different organizational levels can inform targeted interventions that address issues at each level of analysis.

Sustainable Conflict Management: Exploring sustainable conflict management approaches that prioritize long-term relationship-building, collaboration, and organizational learning can promote resilience and adaptability in the face of ongoing challenges. Investigating strategies for transforming destructive conflicts into constructive opportunities for growth and innovation can contribute to the development of more resilient and high-performing organizations.

Researchers can deepen their understanding of the relationship between conflict management and organizational performance by exploring these research avenues. This will help to develop evidence-based strategies for promoting positive workplace dynamics and attaining long-term organizational success.

Conflict of Interest Statement

The authors have no conflict of interest to declare.

About the Author

Ajayi Olalekan Ezekeil is a PhD candidate at Kwara State University, Nigeria. Research interests include marketing, strategy management, and conflict management (orcid.org/0000-0003-4346-6970).

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