

The Role of Conflict Management in Improving the Organizational Work Environment: An Applied Study at the University of Tikrit

M. Muntaser Hassan Mohammed Khaled^{1*}, Sherif Nayef Taha², Dr. Roy Ahmed Ibrahim³

¹Tikrit University / College of Dentistry

²College of Administration and Economics / Business Administration

³Assistant Professor, Tikrit University / College of Administration and Economics, Department of Business Administration

***Corresponding Author:** M. Muntaser Hassan Mohammed Khaled
Tikrit University / College of Dentistry

Article History

Received: 14.04.2025

Accepted: 20.05.2025

Published: 23.05.2025

Abstract: This study aims to analyze the role of conflict management in enhancing the organizational work environment by examining the relationship between conflict management and the organizational work environment. The study adopts a descriptive-analytical approach, utilizing a questionnaire as the primary tool for data collection from a sample of 150 employees and academics from the University of Tikrit. The data were analyzed using multiple linear regression to test the relationships between variables and identify the key influencing factors. The findings revealed a statistically significant positive relationship between conflict management and the improvement of the organizational work environment. Effective conflict management was shown to contribute to enhanced collaboration, increased productivity, and support for a positive work environment. The results also emphasized the importance of management's role in supporting conflict management strategies and providing appropriate training to address challenges arising from conflicts in the workplace. The study recommends fostering a culture of constructive conflict resolution, training employees and leaders on effective conflict management strategies, and ensuring proactive and sustainable managerial intervention in handling conflicts.

Keywords: Conflict Management, Organizational Work Environment, University of Tikrit.

INTRODUCTION

Conflict management is one of the most significant challenges facing organizations in the modern era, where interests overlap, and opinions diversify within dynamic and multifaceted work environments. Conflicts naturally arise as a result of daily interactions among employees and can serve as a positive force to stimulate creativity and development if managed effectively. However, unmanaged conflicts may become obstacles that negatively impact organizational performance and team cohesion (Atellu, 2016). In this context, conflict management emerges as a strategic tool that contributes to enhancing the organizational work environment and achieving institutional goals efficiently (Ummah, 2019).

The quality of the organizational work environment largely depends on the organization's ability to address conflicts constructively and sustainably. Managing workplace conflicts requires effective strategies combining negotiation, mediation, and arbitration, alongside robust administrative support that ensures clear policies and adequate employee training (Friedman *et al.*, 2000). These measures not only assist in resolving conflicts but also enhance employee satisfaction, boost productivity, and foster a positive work environment that balances institutional objectives with employee needs (Mannix & Jehn, 2001).

This study aims to analyze the relationship between conflict management and the organizational work environment, focusing on the role of management in providing the necessary support for the implementation of conflict

Copyright © 2025 The Author(s): This is an open-access article distributed under the terms of the Creative Commons Attribution 4.0 International License (CC BY-NC 4.0) which permits unrestricted use, distribution, and reproduction in any medium for non-commercial use provided the original author and source are credited.

CITATION: M. Muntaser Hassan Mohammed Khaled, Sherif Nayef Taha, Roy Ahmed Ibrahim (2025). The Role of Conflict Management in Improving the Organizational Work Environment: An Applied Study at the University of Tikrit. *South Asian Res J Bus Manag*, 7(3), 231-238.

management strategies. Adopting a descriptive-analytical approach, the study utilized a questionnaire to collect data from a sample of employees and academics at the University of Tikrit. The study seeks to identify the key factors influencing the organizational work environment resulting from conflict management and test hypotheses related to how effective conflict management impacts collaboration, improves institutional performance, and reduces employee turnover rates (Niedhammer *et al.*, 2025).

The significance of this study stems from the growing need to understand how conflicts are managed within educational work environments, particularly in universities, which serve as hubs for daily interaction among diverse professional groups (Joseph *et al.*, 2024). Furthermore, the study provides practical recommendations to help academic and other institutions enhance conflict management strategies, ensuring the development of a sustainable work environment that promotes innovation and productivity.

LITERATURE REVIEW

Conflict Management and Improving the Organizational Work Environment

Conflict management is a vital human resource pool; it enhances the organizational paradigm and maintains organization stability. According to Ding *et al.*, (2024), Conflict management is defined as the process of recognizing and taking action and resolving conflict that has minimal downside. Research highlights the fact that conflicts, when dealt with the proactive, can bring forth innovation and growth within the institution (Yu *et al.*, 2022). On the other hand, organizational work environment refers to the psychological and social environment that shapes the performance and behavior of employees within the organization (Ummah, 2019). The economic version defines this as 'a set of conditions around employees that affect satisfaction and productivity'. The improvement of the work environment is considered as the main objective of conflict management; a good working environment will bring about unity and contentment while a negative working environment may cause tension and impede work. Studies suggest that at the base level, conflicts are not bad. That is, Mannix & Jehn (2001) noted that task-related conflicts can improve decision-making and boost quality of work when managed constructively. On the flip side, interpersonal conflicts were shown to cause emotional stress and lower morale, affectively lowering productivity (Adu *et al.*, 2015). This duality highlights the importance of effective conflict resolution, as it represents commendable opportunities for organizational growth in the clash between constructs (Xiao *et al.*, 2023).

The bedrock of conflict management and advance in his work environment resides with effective communication. Clear, direct communication goes a long way to shorten misunderstandings between the employees, thereby minimizing conflicts (Chassein & Goerigk, 2016). Barney, Gifford, and Love were right in stating that effective management of conflicts could accelerate trust-building and cooperation, a necessary ingredient for any organization's organizational performance (Tabassi *et al.*, 2017).

Research hypotheses

- **H1:** There is a statistically significant positive relationship between the dimensions of conflict management and the improvement of the organizational work environment.
- **H2:** There is a statistically significant positive relationship between the dimensions of conflict management and administrative support in resolving conflicts.

METHODOLOGY

Research Design

This study employs a descriptive analytical research design to examine the relationship between conflict management and the improvement of the organizational work environment. The approach is chosen to provide a comprehensive understanding of the underlying patterns, relationships, and influences within the organizational setting.

Population and Sample

The study targets academic and administrative staff at the University of Tikrit. A sample of 150 participants was selected using stratified random sampling to ensure the representation of various administrative levels and functional roles. The sample includes managers, faculty members, and administrative employees to capture diverse perspectives on conflict management and its effects.

Data Collection Tool:

A structured questionnaire was developed as the primary data collection tool. The questionnaire is divided into three main sections:

1. **Demographic Information:** Gender, age, job title, educational qualification, and years of experience.
2. **Conflict Management Dimensions:** Causes of conflict, frequency, impact on employee performance, resolution strategies, training, and challenges.

3. **Dependent Variables:** Improvement of the organizational work environment and administrative support in conflict resolution.

Measurement Scales

The questionnaire uses a 5-point Likert scale ranging from "strongly disagree" to "strongly agree" to assess participants' perceptions of conflict management and its effects. This scale provides a clear framework for analyzing the intensity and direction of responses.

Data Analysis: The collected data will be analyzed using the following statistical methods:

- **Descriptive Analysis:** Frequencies, percentages, means, and standard deviations to summarize the demographic data and participants' responses.
- **Correlation Analysis:** To examine the relationship between conflict management dimensions and the dependent variables.
- **Regression Analysis:** To test the impact of conflict management on the improvement of the organizational work environment and administrative support.

Validity and Reliability

The questionnaire was subjected to both face validity and construct validity. A panel of experts reviewed the items to ensure clarity and relevance. The reliability of the instrument was tested using Cronbach's Alpha, with an acceptable threshold of 0.70, ensuring consistency in the responses.

Ethical Considerations

Participants were informed about the purpose of the study and assured of confidentiality and anonymity. Participation was voluntary, and informed consent was obtained from all respondents.

Limitations

The study focuses on a single institution, which may limit the generalizability of the findings to other organizational settings. Future research can expand the scope to include diverse sectors and regions.

RESULTS OF THE STUDY

Demographic Analysis

The demographic analysis of the study sample, as shown in **Figure 1**, highlights significant variations in participants' gender, age, job titles, and years of experience. Regarding gender distribution, the majority of participants are male, representing 71% of the sample, while females constitute only 29%. This disparity reflects male dominance in administrative and organizational roles, which may highlight perspectives specific to this group. While these findings provide valuable insights into male viewpoints on conflict management, the underrepresentation of females might limit the comprehensiveness of the results. Future studies are recommended to achieve a more balanced gender distribution to ensure broader and more diverse representation of opinions. As for age distribution, most participants belong to the 30-40 age group (42%), followed by the 41-50 age group (36%), with only 11% under 30 and 11% over 50 years old. This indicates that the sample primarily represents professionals in their most active career stages, likely shaping their views on conflict management and organizational improvement. In terms of job titles, academic staff dominate the sample, making up 59%, followed by administrative staff (29%), and managers (12%). This distribution suggests a significant influence of academic perspectives on the study's findings, while managerial roles are underrepresented. Similarly, the data on years of experience reveal that 46% of participants have more than 10 years of experience, 27% have 6-10 years, 19% have 1-5 years, and only 8% have less than 1 year. These figures indicate that most insights come from individuals with substantial professional experience, adding credibility and depth to the findings. Overall, the demographic analysis, as depicted in **Figure 1**, showcases a diverse yet experience-focused sample, which provides valuable insights into conflict management and its impact on the organizational work environment.

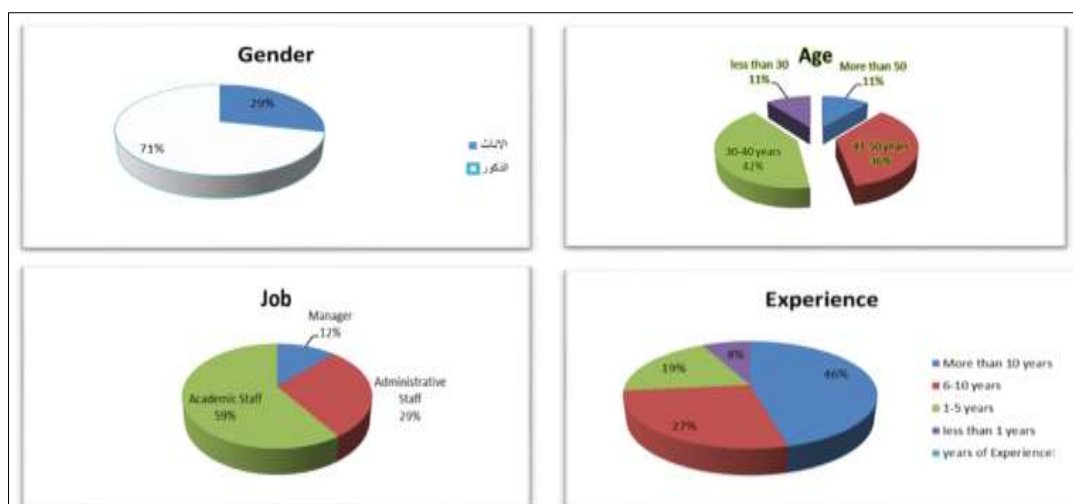


Figure 1: Demographic distribution

Correlation Matrix

Table 1 shows the correlation between these key variables with regard of conflict management and how it affects the organizational worked environment. This analysis illustrates the impact of relationships between different variables in a way that enhances their understanding, thus making it easier to draw accurate conclusions about the impacts of conflict management on work environment improvements. The findings reveal that there is a strong positive correlation between the impact of conflicts on employees' performance and the management support for conflict Resolution amounting to correlation 0.74. This relationship points to the fact that the management has to support measures that alleviate the intensity of the wars, which in turn destroy the performance of the jobs. If managerial support for the conflict resolution increases then it would only worsen the negative impacts of the conflicts on performance. In addition, the findings suggest that there is a strong positive correlation between the impact of conflicts on performance and the conflict management positive impacts, with a correlation coefficient of 0.73. This means that good management of conflicts does ensure problems are contained but goes beyond that to produce useful dividends like enhancing collaboration and increased productive output. As with the previous dimension, there is an increase, albeit weaker, in correlation between conflict management challenges and conflicts' impact on employee performance at 0.79 and management support at 0.86. These results indicate that challenges encountered in managing conflicts can hinder the attainment of a stable work environment setting, if they go unmitigated. Simultaneously, positive and constructive managerial support can mitigate these hurdles allowing the organization to deal with problems emanating from conflicts. Moreover, the challenge of effectiveness in conflict management and the effectiveness of conflict management have a moderate correlation of 0.43.

This relationship indicates that effective conflict management is important as it helps to reduce the negative effects that come with conflicts and focuses them in a positive direction to ensure that the organizational goals are met. The correlation matrix, on the other hand, shows that there is a very strong interrelation between almost all the studied variables, especially considering that management support for conflict resolution tends to go hand in hand with decrease in the detrimental effects of conflicts and increase in the beneficial ones. The results also mean that the conflict management challenges can be mitigated as long as adequate support and administrative efficacy is offered. These results are similar to those of the earlier studies like Thomas & Kilmann (2008), who distinguished that managerial support for conflict management increases productivity and reduces conflict effects. In the same line, they agree with Rahim (2011) that asserted that conflicts, when well managed by the managers, become a source of motivation for achieving goals and innovations in the working environment. In conclusion, the engagement matrix highlights the importance of integrating conflict management strategies into overall organizational policies, as well as focusing on providing effective administrative support and enhancing conflict management skills to serve the common good between leaders and employees.

Table 1: Correlation Matrix

| Variables | Q1 | Q2 | Q3 | Q4 | Q5 | Q6 |
|--|--------|--------|--------|--------|--------|--------|
| Q1: Impact of Conflicts on Performance | 1 | 0.0109 | 0.4929 | 0.7425 | 0.7375 | 0.7939 |
| Q2: Conflict Handling | 0.0109 | 1 | 0.1981 | 0.1274 | 0.2623 | 0.2116 |
| Q3: Effectiveness in Conflict Management | 0.4929 | 0.1981 | 1 | 0.3709 | 0.4311 | 0.4392 |
| Q4: Management Support for Conflict Resolution | 0.7425 | 0.1274 | 0.3709 | 1 | 0.9165 | 0.8636 |
| Q5: Positive Effects of Conflict Management | 0.7375 | 0.2623 | 0.4311 | 0.9165 | 1 | 0.8129 |
| Q6: Challenges in Conflict Management | 0.7939 | 0.2116 | 0.4392 | 0.8636 | 0.8129 | 1 |

Regression Analysis

Table (2) Shows the regression analysis that Frequency of Conflicts (Coefficient: 0.806, P-Value: 0.000) has the most significant positive impact on achieving positive outcomes from conflict management. This suggests that frequent conflicts, when effectively managed, can foster dialogue, improve collaboration, and generate constructive results within an organization. In contrast, Causes of Conflicts (-0.033, P-Value: 0.541) and Impact of Conflicts on Performance (-0.171, P-Value: 0.075) exhibit weak or statistically insignificant relationships with positive outcomes. These findings imply that the root causes and perceived impacts of conflicts alone do not directly drive positive results unless paired with effective management strategies. Lastly, Conflict Handling (0.067, P-Value: 0.025) demonstrates a positive and statistically significant relationship, emphasizing the importance of structured and proactive conflict-resolution mechanisms, such as dialogue and mediation, in achieving beneficial outcomes. These results collectively highlight the critical role of conflict frequency and effective handling strategies in leveraging workplace conflicts for organizational improvement.

Table 2: Regression Analysis, Conflict Management Dimensions (independent variables) and Positive Effects of Conflict Management (dependent variable)

| Variable | Coefficient | Std. Error | T-Statistic | P-Value |
|------------------------------------|-------------|------------|-------------|---------|
| Constant | 0.040 | 0.113 | 0.354 | 0.724 |
| Causes of Conflicts | -0.033 | 0.054 | -0.613 | 0.541 |
| Frequency of Conflicts | 0.806 | 0.080 | 10.028 | 0.000 |
| Impact of Conflicts on Performance | -0.171 | 0.095 | -1.790 | 0.075 |
| Conflict Handling | 0.067 | 0.029 | 2.265 | 0.025 |

Regression Analysis – Are Conflicts Positive if Managed Effectively

Table (3) presents the regression analysis results examining the relationship between Conflict Management Dimensions (independent variables) and Whether Conflicts Are Perceived as Positive if Managed Effectively (dependent variable). The regression analysis reveals that the Constant (0.919, P-Value: 0.000) is highly significant, indicating a strong baseline perception that conflicts can be positive if managed effectively, regardless of the predictors. Causes of Conflicts (0.118, P-Value: 0.024) show a statistically significant positive relationship, suggesting that identifying and understanding the root causes of conflicts contribute positively to the perception that conflicts can yield constructive outcomes when managed appropriately. Frequency of Conflicts (0.216, P-Value: 0.005) also demonstrates a positive and significant relationship, indicating that frequent conflicts, if addressed effectively, are more likely to be perceived as beneficial opportunities for growth and improvement. Impact of Conflicts on Performance (0.264, P-Value: 0.004) reveals a positive and statistically significant relationship, emphasizing that understanding how conflicts impact employee performance plays a crucial role in managing them effectively and fostering positive perceptions. On the other hand, Conflict Handling (-0.044, P-Value: 0.117) shows a negative but statistically insignificant relationship, indicating that conflict-handling strategies may not directly influence the perception of conflicts as positive without considering other contextual factors. These results collectively suggest that understanding conflict causes, managing frequent conflicts effectively, and acknowledging their impact on performance are essential drivers in shaping the perception that conflicts can lead to positive outcomes when managed appropriately.

Table 3: The regression analysis the Conflict Management Dimensions and Conflicts management

| Variable | Coefficient | Std. Error | T-Statistic | P-Value |
|------------------------------------|-------------|------------|-------------|---------|
| Constant | 0.919 | 0.107 | 8.555 | 0 |
| Causes of Conflicts | 0.118 | 0.052 | 2.282 | 0.024 |
| Frequency of Conflicts | 0.216 | 0.076 | 2.826 | 0.005 |
| Impact of Conflicts on Performance | 0.264 | 0.091 | 2.913 | 0.004 |
| Conflict Handling | -0.044 | 0.028 | -1.578 | 0.117 |

Regression Analysis – Management Support for Conflict Resolution

Table (4) presents the regression analysis results examining the relationship between Conflict Management Dimensions (independent variables) and Management Support for Conflict Resolution (dependent variable). The regression results indicate that the Constant (1.037, P-Value: 0.000) is highly significant, representing a strong baseline level of management support for conflict resolution when all predictors are held constant. Causes of Conflicts (0.336, P-Value: 0.000) exhibit a statistically significant positive relationship, suggesting that a clear understanding of conflict causes leads to stronger managerial involvement in conflict resolution efforts. Frequency of Conflicts (0.340, P-Value: 0.000) also shows a positive and significant relationship, implying that frequent occurrences of conflicts trigger increased managerial intervention and support mechanisms. Conversely, Impact of Conflicts on Performance (-0.205, P-Value: 0.010) demonstrates a statistically significant negative relationship, indicating that a higher perceived negative impact of conflicts on performance may deter or limit proactive managerial support. Finally, Conflict Handling (-0.038, P-Value: 0.117) presents a negative but statistically insignificant relationship, suggesting that direct conflict-handling strategies may not significantly influence management support without being mediated by other factors.

Table 4: Support for Conflict Resolution (Dependent Variable) and Conflict Management Dimensions (independent variables)

| Variable | Coefficient | Std. Error | T-Statistic | P-Value |
|------------------------------------|-------------|------------|-------------|---------|
| Constant | 1.037 | 0.093 | 11.118 | 0 |
| Causes of Conflicts | 0.336 | 0.045 | 7.518 | 0 |
| Frequency of Conflicts | 0.34 | 0.066 | 5.124 | 0 |
| Impact of Conflicts on Performance | -0.205 | 0.079 | -2.599 | 0.01 |
| Conflict Handling | -0.038 | 0.024 | -1.563 | 0.12 |

Regression Analysis – Challenges in Conflict Management

Table (5) presents the regression analysis results examining the relationship between Conflict Management Dimensions (independent variables) and Challenges in Conflict Management (dependent variable). The Constant (-0.338, P-Value: 0.008) is statistically significant, indicating a baseline negative relationship with conflict management challenges when other predictors are controlled. Causes of Conflicts (0.952, P-Value: 0.000) demonstrate a strong positive and statistically significant relationship, suggesting that the root causes of conflicts significantly contribute to the challenges faced in managing them. The more prevalent and complex the causes, the higher the perceived challenges.

Frequency of Conflicts (0.016, P-Value: 0.859) shows a positive but statistically insignificant relationship, indicating that conflict frequency alone does not directly increase or decrease the challenges in managing them. Impact of Conflicts on Performance (0.092, P-Value: 0.386) also presents a positive but statistically insignificant relationship, implying that while conflicts affecting performance may introduce challenges, the relationship is not strong enough to be considered statistically significant. Conflict Handling (0.097, P-Value: 0.004) reveals a positive and statistically significant relationship, indicating that the way conflicts are handled directly influences the perception of challenges. Ineffective conflict-handling strategies can exacerbate these challenges.

Table 5: Regression analysis, Challenges in Conflict Management and Conflict Management Dimensions

| Variable | Coefficient | Std. Error | T-Statistic | P-Value |
|------------------------------------|-------------|------------|-------------|---------|
| Constant | -0.338 | 0.126 | -2.692 | 0.008 |
| Causes of Conflicts | 0.952 | 0.06 | 15.806 | 0 |
| Frequency of Conflicts | 0.016 | 0.089 | 0.178 | 0.859 |
| Impact of Conflicts on Performance | 0.092 | 0.106 | 0.869 | 0.386 |
| Conflict Handling | 0.097 | 0.033 | 2.956 | 0.004 |

Regression Analysis – University Training for Conflict Management

Table (6) presents the regression analysis results examining the relationship between Conflict Management Dimensions (independent variables) and University Training for Conflict Management (dependent variable). Constant (1.733, P-Value: 0.000) the constant is highly significant, indicating a strong baseline level of university training for conflict management when all predictors are held constant. Causes of Conflicts (-0.045, P-Value: 0.231) this variable shows a negative but statistically insignificant relationship, suggesting that the root causes of conflicts do not have a direct significant impact on university training for conflict management. Frequency of Conflicts (0.058, P-Value: 0.297) the relationship is positive but not statistically significant, indicating that frequent conflicts are not a direct driver of university training for conflict management. Impact of Conflicts on Performance (0.066, P-Value: 0.320): There is a positive but statistically insignificant relationship, suggesting that the perceived impact of conflicts on performance does not strongly influence the presence or adequacy of university training. Conflict Handling (0.096, P-Value: 0.000) This variable exhibits a positive and statistically significant relationship, implying that effective conflict-handling strategies are associated with stronger and more structured university training for conflict management.

Table 6: Regression analysis, University Training for Conflict Management and Conflict Management Dimensions

| Variable | Coefficient | Std. Error | T-Statistic | P-Value |
|------------------------------------|-------------|------------|-------------|---------|
| Constant | 1.733 | 0.078 | 22.114 | 0 |
| Causes of Conflicts | -0.045 | 0.038 | -1.202 | 0.231 |
| Frequency of Conflicts | 0.058 | 0.056 | 1.047 | 0.297 |
| Impact of Conflicts on Performance | 0.066 | 0.066 | 0.999 | 0.32 |
| Conflict Handling | 0.096 | 0.02 | 4.702 | 0 |

CONCLUSION

This study highlights the relationship between effective conflict management and improving the organizational work environment. It confirms that conflicts are not negative in nature; rather, when managed properly, they can be a catalyst for enhancing teamwork and promoting organizational growth. The study findings demonstrate that recurrent

conflicts, when coupled with effective management, contribute to providing a unique opportunity to create a more productive work environment. Continued communication and fruitful partnerships can enhance employee relations and an increase in productivity owing to their positive influence on efficiency while recurring conflict wastes time. Many conflict resolution strategies proved important; two of such strategies are mediation and structuring negotiated settlements, which significantly lowered tension while making way for desirable results. Much, however, varies on causes of conflict as is indicated in the study. More understanding of the deep-rooted causes plays an important role in the improvement of management responsiveness and the reduction of the strains of conflict operationally, but much less influence has been found in terms of training effectiveness or even more general outcomes relative to conflict. Negative effects were also found on performance due to conflict, in that poorly managed conflict led to lower productivity and worse performance at work. It indicates that organizations need to get adaptive mechanisms to minimize any harmful effects of conflict on overall performance-increase.

Holistic strategies through which the constituent elements of management support, targeted training, effective resolutions, and comprehensive understanding of all causes of conflict are what facilitate the development of an environment within organizations that produces positive work outcomes-witness this study's conclusion. Conflict management is, therefore, envisioned as a proactive strategic process-as such an approach is critical in the final outcome-instead of merely reacting to conflict. Long-term planning and commitment from all stakeholders in the organization is key in ensuring that conflicts are transformed from unpleasant and disturbing eventualities into opportunities for growth and improvement and enhanced performance. The final requirement is that solutions do not merely reduce the negative effects associated with conflicts but rather consider using them to set in place sustainable institutional development.

Recommendations

Based on the findings from this study relating to the analysis of the conflict management tool and the organizational work environment improvements, recommendations have been made to improve the effectiveness of conflict management, as well as increase the stability and productivity of workplaces in which employees work. The recommendations made include:

- Developing Comprehensive Strategies of Conflict Resolution. Organizations are encouraged to provide targeted training programs for employees and leaders in current management skills that will bring improvement in conflict management. This may entail equipping them with skills such as direct communication, constructive negotiation, and neutral mediation. Importantly, program activities should be integrated into continuous professional development for longevity; this is in view of aligning it with organizational objectives.
- Enhance Administrative Involvement in Conflict Resolution. Establish policies that are clear and flexible enough to provide guidance for administrative intervention in workplace conflict, where appropriate, because absence of such may hinder seeking assistance. Fairness is also encouraged in dealing with disputes resolution by including transparency and neutrality in the policy. Further, efficient communication channels could provide clients empowered opportunities so that they can have a chance to bring the issues without fear of victimization or bias, increasing again their trust in the company.
- Regular assessment of conflict triggers. Organizations should do ongoing evaluation into the causes that elicit conflicts in the workplace. This should be able to include recurrent issues such as ambiguous task allocations, inadequate communication, or incompatible goals among employees.
- Introduce University Level Conflict Management Strategy | In keeping with the study's findings regarding the positive aspects of conflict management training, universities ought to develop newer programs that keep pace with the changing nature of workplace conflicts. Such education should aim towards developing analytical skills and methods that seek cooperation, and consensus among people, and teach strategies of efficient conflict resolution.
- Decrease Combat Conflict Management Administrative Obstacles | In order to reduce the difficulties associated with administrative processes of conflict management, organizations should clearly outline and universally enforce internal policies. Furthermore, Leadership training programs should also consider the ways as to how managers can solve the tensions of the team and aid in fostering a positive work environment.
- Establish a Culture that Views Conflict as Chance | There is a need for companies to strive towards a cultural schema where conflicts are seen as chances rather than hindrances. The organization should establish an environment that encourages communication and dialogue along with the provision of trust and cooperation among team members and management.

REFERENCE

- Adu, I. N., Muah, P., Sanda, M., & Sarfo, F. (2015). *The Role of Conflict Management in Improving Relationships at Work : The Moderating Effect of Communication* The Role of Conflict Management in Improving Relationships at Work : The Moderating Effect of Communication University of Ghana Business School , D. 6(July 2016), 367–376.
- Atellu, A. R. (2016). Determinants of non-interest income in Kenya ' s commercial banks. In *University of Nairobi*

(Vol. 4, pp. 1–115).

- Ding, G., Ren, X., & Lin, F. (2024). Adopting active or passive leadership in project-based organizations? The role of inclusive leadership in remote work environment. *International Journal of Project Management*, 42(6). <https://doi.org/10.1016/j.ijproman.2024.102623>
- Friedman, R. A., Tidd, S. T., Currall, S. C., & Tsai, J. C. (2000). What goes around comes around: The impact of personal conflict style on work conflict and stress. *International Journal of Conflict Management*, 11(1), 32–55. <https://doi.org/10.1108/eb022834>
- Joseph, J., Maon, F., & Berti, M. (2024). Organizing for peace: The organizational behaviors of business amid conflict. *Business Horizons*. <https://doi.org/10.1016/j.bushor.2024.07.009>
- Mannix, E. A., & Jehn, K. A. (2001). The dynamic nature of conflict: A longitudinal study of intragroup conflict and group performance. *Academy of Management Journal*, 44(2), 238–251.
- Niedhammer, I., Quatrevaux, M., & Bertrais, S. (2025). Organisational changes and depression: The mediating role of psychosocial work exposures in the SUMER study. *Journal of Affective Disorders*, 369(September 2024), 43–51. <https://doi.org/10.1016/j.jad.2024.09.157>
- Tabassi, A. A., Bryde, D. J., Abdullah, A., & Argyropoulou, M. (2017). Conflict Management Style of Team Leaders in Multi-Cultural Work Environment in the Construction Industry. *Procedia Computer Science*, 121, 41–46. <https://doi.org/10.1016/j.procs.2017.11.007>
- Ummah, M. S. (2019). Managing Conflict in Organizations. In *Sustainability (Switzerland)* (Vol. 11, Issue 1). http://scioteca.caf.com/bitstream/handle/123456789/1091/RED2017-Eng-8ene.pdf?sequence=12&isAllowed=y%0Ahttp://dx.doi.org/10.1016/j.regsciurbeco.2008.06.005%0Ahttps://www.researchgate.net/publication/305320484_SISTEM_PEMBETUNGAN_TERPUSAT_STRATEGI_MELESTARI
- Xiao, J., Gong, Y., Li, J., Javeed, S. A., & Peng, Y. (2023). The impact of work-family conflict on product preferences: The role of self-control. *Heliyon*, 9(8), e18347. <https://doi.org/10.1016/j.heliyon.2023.e18347>
- Yu, J., Xie, C., & Huang, S. (Sam). (2022). Effect of perceived job risk on organizational conflict in tourism organizations: Examining the roles of employee responsible behavior and employee silence. *Journal of Hospitality and Tourism Management*, 53, 21–31. <https://doi.org/10.1016/j.jhtm.2022.08.009>