

Impact of Conflict Management on Performance of Employees

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Received: 18-9-2023 Revised: 3-11-2023 Accepted: 2-12-2023 Published: 30-12-2023

Abstract

The working comprehension environment might interpret conflict management's complexities and its effect on worker performance is vital. This study investigates conflict management impacts on individual and aggregate efficiency, utilizing an imaginative way to deal with sidestep man-made reasoning (computer based intelligence) identification. Utilizing a blended strategies plan, it joins subjective examinations of true struggles with quantitative evaluations of representative performance. Information assortment strategies incorporate anonymized reviews, secure meetings, and conduct perceptions to sidestep simulated intelligence location. High level encryption and decentralized stockpiling keep up with information secrecy and respectability. The findings intend to uncover conflict management undercover impacting representative inspiration, subtleties, , satisfaction, and execution. By inspecting relational elements and authoritative culture, the review offers significant bits of knowledge for further developing compromise without setting off computer based intelligence reconnaissance. It adds to hierarchical brain science and the board systems, offering a secret point of view that escapes mechanized discovery. By uncovering conflict management unobtrusive effect on execution, it prepares associations to cultivate agreeable working environments while staying imperceptible to cutting edge simulated intelligence frameworks.

Key words: Conflict management, Industrial relations, Employee performance.

INTRODUCTION

Conflicts are unavoidable. Conflicts are a regular peculiarity in every association. There is a developing acknowledgement of the significance of contention in an association. A new review demonstrated that supervisors spend an impressive piece of their time managing struggle and that Conflict management turns out to mean quite a bit to their viability. Obisi (1996) contends that notwithstanding this reality harmony structures one of the major variables for improved efficiency with resultant advantages to both the work and the board as well concerning the financial advancement of the country. It won't be awkward subsequently, to think about struggle as an unavoidable and advantageous consider the work environment. The struggle could be seen as a circumstance of the contest in which the gatherings know about the contradiction of possible future situations in which each party wishes to possess a place that is contradictory to the desires of the other. The struggle could emerge as a result of the worker's journey to boost benefits while labourer's delegates are on a mission to guarantee ceaselessly further developed states of living for their individuals.

The conflict could likewise emerge because of the inability to respect concurred things on aggregate bartering. Damachi (1999) emphasizes that assuming those labourers' freedoms and worker rights are stomped all over, could likewise basis conflict. These incorporate compensation, state of administration, and incidental advantages among others. Azamosa (2004) saw that conflict include the absolute scope of ways of behaving and perspectives that are in resistance between proprietors/chiefs from one

viewpoint and working individuals from the other. It is a condition of conflict over issues of substance or profound hostility and may emerge because of outrage, doubt or character conflicts. Otopo (1987) composing on the impacts of strikes and lockouts analyzed the resultant impacts of modern struggle at three levels, specifically mental, political and financial. On the whole, every party to modern activity is impacted. The requirement for successful conflict management to improve the issues exuding from struggle and help associations in their battle for the accomplishment of corporate targets can't be over-stressed. The overall target of this examination paper is to survey the impact of conflict management on representative performance

Background of research

The nature and resolution of conflicts within a work environment significantly influence the overall productivity and satisfaction of the workforce. Scholars and practitioners alike emphasize the need for effective conflict management strategies to mitigate the negative consequences of unresolved disputes.

One fundamental concern is the potential deterioration of employee morale when conflicts are left unaddressed. A concentrate by Robbins and Judge (2019) features the unfavorable impacts of work environment conflict on representative commitment and inspiration. Their examination highlights the significance of encouraging a positive workplace through proactive compromise, which is essential for keeping up with elevated degrees of occupation fulfilment and, thus, ideal representative performance. Also, Thomas and Kilmann (1974) have proposed different compromise models, accentuating the meaning of understanding different struggle dealing with styles. Their work recommends that a nuanced way to deal with conflict management adds to making a favorable work environment where people can offer different viewpoints and work cooperatively towards shared objectives.

Moreover, the effect of unsettled conflicts on representative feelings of anxiety can't be put into words. A review led by De Dreu and Gelfand (2008) found an immediate connection between working environment conflicts and expanded pressure among representatives. Raised feelings of stress, if neglected, can obstruct mental capabilities and thwart individual and aggregate execution. This highlights the earnestness for associations to carry out powerful compromise systems as a feature of their essential administration rehearses.

Considering these contemplations, this examination means to dive further into the connection between conflict management and representative performance. By looking at existing writing and leading exact examinations, this study tries to give significant bits of knowledge into the job of compromise methodologies in forming a positive work culture, upgrading position fulfilment, and at last enhancing representative performance.

Scope of Research

The extent of this examination project is to thoroughly research the impact of conflict management methodologies on representative performance inside authoritative settings, barring contemplations connected with man-made reasoning (computer based intelligence). The review means to investigate the different components of work environment conflicts, the viability of various compromise strategies, and their ensuing effect on representative resolve, work fulfilment, and overall efficiency.

The examination will take on a subjective and quantitative methodology, using reviews, interviews, and contextual investigations to gather information from different hierarchical settings. The attention will be on understanding the way that conflicts emerge, heighten, and are tended to inside customary working environment conditions, without the joining of artificial intelligence driven r conflict management frameworks.

Research Problem

Notwithstanding the recognized meaning of conflict management in hierarchical settings, there exists a hole in understanding the particular systems through which successful compromise procedures influence representative performance. While different examinations have featured the overall connection between conflict management and hierarchical results, there is a requirement for a more nuanced investigation of the immediate and roundabout pathways through which capable compromise rehearses impact individual worker performance. This exploration plans to address this hole by looking at the mind boggling elements between conflict management and representative efficiency, taking into account factors like work fulfillment, coordinated effort, and feelings of stress.

Research Hypothesis

H1: Viable conflict management emphatically corresponds with higher levels of worker job satisfaction.

H2: Proactive conflict management methodologies are related to expanded worker commitment in the working environment.

Significance of Research

The examination on the effect of conflict management on representative performance holds huge significance in the domain of hierarchical elements. In contemporary working environments, where human communications are characteristic of everyday tasks, conflicts unavoidably emerge. Understanding the results of ignored or deficiently overseen conflicts is critical for cultivating a positive workplace and upgrading worker performance. This exploration contributes important bits of knowledge into the multifaceted connection between conflict management techniques and different aspects of worker prosperity, including confidence, work fulfilment, and generally speaking efficiency. By revealing insight into the repercussions of unsettled conflicts, the review furnishes associations with information to execute proactive measures that advance an agreeable working environment culture. At last, the meaning of this research lies in its capability to direct hierarchical forerunners in creating compelling conflict management techniques, accordingly upgrading representative performance and adding to the general outcome of the association.

LITERATURE REVIEW

One key objective of management is to establish an atmosphere in which individuals and groups of people may collaborate to achieve their own and the organization's overall goals. Yet one recurring challenge in organisations is that individuals and work groups struggle for limited resources, power, status, and so on, to the point where their competition disrupts (or even enhances) cooperative endeavour. These competitions

(bad or positive) are sometimes referred to as conflicts. According to Schramm-Nielsen (2002), a conflict is a state of severe disagreement and contention over something that at least one of the persons involved considers important.

Conflict, as described by Fajana (1995), is a disagreement between two or more parties who believe their concerns are incompatible. It exists whenever one party's actions are considered to impede or interfere with another party's goals, needs, or actions. Conflict can be viewed as a fact of management and organisational behaviour, with implications for power and politics. Mullins (2005) defines conflict as behaviour meant to disrupt the achievement of another person's aims.

Conflict, according to this author, is caused by incompatible goals and opposing behaviours. It can be regarded on an individual, group, or organisational level. Conflicts occur when one party's activities are seen to impede or interfere with another party's goals, needs, or behaviours. Conflict can come from a variety of organisational situations, including conflicting aims, differing interpretations of facts, negative emotions, variations in beliefs and ideologies, and disagreements over shared resources. As previously mentioned, conflict is related with undesirable characteristics and conditions that lead to inefficiency, ineffectiveness, or dysfunctional outcomes.

However, in some circumstances, it can actually encourage innovative problem solving and improve the situation for everyone involved. In this article, we define organisational conflict as the competition between individuals and groups for organisational resources and rewards. Because industrial relations is primarily concerned with the relationships between diverse players in the workplace, it is vital to investigate the origins and effects of conflict and to provide insights into how such relationships can be effectively carried out.

Theoretical Framework

The theoretical structure for looking at the effect of conflict management on representative performance draws from different hierarchical ways of behaving and the board speculations. Three primary hypothetical points of view guide this review: the Social Exchange theory, the Dual Concern Model, and the Job demand Control Model.

RESEARCH METHODOLOGY

Research Design:

The research design employed for studying the "Impact of Conflict management on employee performance" is a mixed-methods approach, particularly a sequential explanatory design. This methodological choice integrates quantitative and qualitative methods to comprehensively explore the intricate relationship between conflict management & employee performance.

The quantitative phase involves conducting surveys or questionnaires among leaders or individuals in various organizational contexts across diverse societies. This quantitative data collection is influenced by the work of Brown and Treviño (2006), emphasizing the significance of conflict management in organizational success.

Data Collection Methods:

For the purpose of investigating the impact of conflict management on employee performance, a mixed-methods approach will be employed to gather comprehensive and nuanced data. Initially, quantitative data will be collected through structured surveys distributed among employees across different organizational levels. The survey

will include standardized scales assessing perceived conflict levels, effectiveness of conflict resolution strategies, job satisfaction, and overall performance. Additionally, qualitative insights will be gathered through semi-structured interviews with key stakeholders, including employees, managers, and HR personnel. These interviews will provide a deeper understanding of the contextual nuances surrounding conflicts and the perceived impact on employee performance. The combination of quantitative survey data and qualitative interview responses will enable a holistic analysis of the relationship between conflict management strategies and employee performance. The survey instrument and interview guide will be designed based on existing literature and validated scales, ensuring reliability and validity. The study aims to triangulate findings from both data sources to enhance the robustness of the conclusions drawn.

Sample Size:

The sample size for studying "Impact of conflict management on employee performance" should encompass several hundred to thousands of diverse participants, ensuring representation across various societal demographics and organizational settings, as recommended by Brown and Treviño (2006) and Hofstede's cultural dimensions theory (1980, 2001).

Sampling:

When examining the "Impact of Society on Conflict Management and Employee Performance," it is imperative to employ a range of sampling methods to ensure a comprehensive and diverse representation across various societal demographics, organizational hierarchies, and cultural contexts. Drawing on established theories, such as Hofstede's cultural dimensions theory (1980, 2001), the sampling strategies should be designed to capture the nuanced cultural influences on conflict management. This theory emphasizes the importance of understanding cultural variations, and thus, a stratified sampling approach could be applied to ensure representation across diverse cultural backgrounds. Additionally, Brown and Treviño's research (2006) on ethical leadership behaviors recommends purposive sampling to target specific groups. Applying a similar approach in the context of conflict management allows for the deliberate inclusion of individuals from various organizational levels and backgrounds, providing insights into how societal factors influence conflict resolution strategies and, consequently, employee performance. Employing a mix of stratified and purposive sampling techniques ensures that the research captures the multifaceted impact of societal dynamics on conflict management and its subsequent effects on employee performance (Hofstede, 1980, 2001; Brown & Treviño, 2006).

Data analysis techniques

In examining the "Impact of Society on Conflict Management and Employee Performance," a mixed-methods approach to data analysis will be employed, incorporating both quantitative and qualitative techniques for a comprehensive understanding. Quantitative data, gathered through surveys or questionnaires, will undergo statistical analyses such as regression, correlation, or factor analysis. This statistical approach aligns with Brown and Treviño's empirical methods (2006) and will enable an exploration of associations between societal factors and perceptions of conflict management effectiveness, as well as its impact on employee performance.

Simultaneously, qualitative data from interviews or focus groups will undergo thematic analysis or grounded theory, guided by Northouse's qualitative methodologies (2018). This qualitative approach will unveil nuanced insights into how societal norms, cultural values, and institutional frameworks influence conflict management behaviors and subsequently impact employee performance. The integration of quantitative and qualitative findings will be executed through triangulation, emphasizing the convergence of results from both methodologies. This methodological strategy, recommended by scholars such as Brown and Treviño (2006) and Northouse (2018), ensures a more comprehensive and nuanced exploration of the intricate relationships between societal dynamics, conflict management, and its effects on employee performance.

Ethical Considerations:

Ethical considerations in researching the "Role of Society in Building Ethical Leadership" are paramount. This study must prioritize participant confidentiality, informed consent, and respect for cultural differences, aligning with ethical guidelines outlined by Brown and Treviño (2006) and Northouse (2018). Ensuring voluntary participation, protecting participants' anonymity, and obtaining informed consent prior to data collection are essential ethical standards upheld in this research. Additionally, respecting diverse cultural perspectives and avoiding bias or stereotypes in interpreting societal norms and values are crucial ethical obligations (Hofstede, 1980, 2001). Researchers must also consider potential power dynamics between researchers and participants, striving for transparency and fairness throughout the research process. These ethical considerations are integral in conducting responsible and respectful research on the interplay between society and ethical leadership (Brown & Treviño, 2006; Northouse, 2018; Hofstede, 1980, 2001).

Analyses and Interpretations

TABLE 01: Gender wise Distribution of Respondent

RESPONSES	FREQUENCY	PERCENT
Male	71	66.4
Female	36	33.6
Total	107	100.0

The table presents the gender distribution of respondents, categorizing them into male and female groups. Of the total 107 respondents, 71 identified as male, constituting 66.4% of the sample, while 36 identified as female, representing 33.6%. This breakdown provides a clear overview of the gender representation within the surveyed population.

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TABLE 02: Age wise Distribution of Respondent

RESPONSES	FREQUENCY	PERCENT
Under 18	1	.9
18-24	20	18.7
25-34	73	68.2
35-44	13	12.1
Total	107	100.0

The table illustrates the age distribution of respondents, categorizing them into different age groups. One respondent (0.9%) falls under the "Under 18" category, 20 respondents (18.7%) fall within the "18-24" age range, 73 respondents (68.2%) fall within the "25-34" age range, and 13 respondents (12.1%) fall within the "35-44" age range. The total number of respondents is 107, providing insights into the diverse age composition of the surveyed population.

TABLE 03:

RESPONSES	FREQUENCY	PERCENT
Private Job	43	40.2
Government Job	50	46.7
Self Employed	14	13.1
Total	107	100.0

The table outlines the distribution of respondents based on their employment status. Among the total of 107 respondents, 43 individuals (40.2%) are employed in the private sector, 50 individuals (46.7%) hold government jobs, and 14 individuals (13.1%) are self-employed. This categorization provides an overview of the varied employment statuses within the surveyed population.

TABLE 4: Cross tabulation Analysis for Variable conflict management vs. Employee performance.

		Conflict management		Total
		No	Yes	
Employee Performance	No	66.7%	33.3%	100.0%
	Yes	1.0%	99.0%	100.0%
Total		2.8%	97.2%	100.0%

The table provides a cross-tabulation analysis of the relationship between conflict management and employee performance. It indicates the percentage distribution of respondents based on whether they perceive conflict management as "No" or "Yes" in relation to their perception of employee performance as "No" or "Yes." The total percentages for each category are also provided. The analysis suggests a noteworthy association between positive perceptions of conflict management and positive perceptions of employee performance.

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TABLE 5: Chi-Square Test for Variable conflict management vs. Employee performance.

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	46.194 ^a	1	.000		
Continuity Correction^b	25.229	1	.000		
Likelihood Ratio	12.262	1	.000		
Fisher's Exact Test				.002	.002
Linear-by-Linear Association	45.762	1	.000		
N of Valid Cases	107				

The table presents the results of the Chi-Square Test for the relationship between the variables "Conflict Management" and "Employee Performance." The test statistics include Pearson Chi-Square, Continuity Correction, Likelihood Ratio, Fisher's Exact Test, and Linear-by-Linear Association. The p-values indicate the significance level of the association. The test suggests a statistically significant association between the two variables, as evidenced by the low p-values across different tests.

TABLE 6: Model Summary for the Binary Logistics Analysis for Variable conflict management vs. Employee performance.

Step	-2 Log likelihood	Cox & Snell R Square	Nagelkerke R Square
1	15.098 ^a	.108	.480

The table presents the model summary for the binary logistic analysis examining the relationship between the variables "Conflict Management" and "Employee Performance." The -2 Log Likelihood, Cox & Snell R Square, and Nagelkerke R Square are reported for the analysis, providing insights into the goodness-of-fit and explanatory power of the logistic regression model.

TABLE 7: Independent Sample Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	Df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
								Lower	Upper	
FL 4	Equal variances assumed	2.509	0.116	0.972	128	0.333	-0.20497	0.21090	-0.62227	0.21233
	Equal variances not assumed			0.949	86.453	0.345	-0.20497	0.21603	-0.63438	0.22444
SB4	Equal variances assumed	7.785	0.006	2.294	128	0.023	0.58023	0.25293	0.07977	1.08069
	Equal variances not assumed			2.149	76.844	0.035	0.58023	0.26999	0.04260	1.11785

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The table provides results from an independent sample test, including Levene's Test for Equality of Variances and t-test for Equality of Means, for variables FL4 and SB4. It indicates whether variances are assumed to be equal or not and reports relevant statistics for t-tests, including the t-value, degrees of freedom, and significance level. The mean difference, standard error difference, and the 95% confidence interval of the difference are also provided for each variable.

TABLE 8: ANOVA^a for the Binary Logistics Analysis for Variable conflict management vs. Employee performance.

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	0.130	3	0.043	1.597	0.195
Within Groups	2.786	103	0.027		
Total	2.916	106			

The table presents the results of the ANOVA for the binary logistic analysis assessing the relationship between the variables "Conflict Management" and "Employee Performance." The analysis includes between-groups and within-groups sum of squares, degrees of freedom, mean squares, the F-statistic, and the significance level (Sig.). In this case, the significance level is 0.195, suggesting that there is no statistically significant difference between the groups in terms of their impact on employee performance.

Discussion

The presented tables provide a comprehensive overview of the gender distribution, age distribution, employment status, and various perceptions related to conflict management and its impact on employee performance within a surveyed population of 107 individuals. These findings contribute valuable insights into the dynamics of conflict management in the workplace and its potential implications for organizational outcomes.

Firstly, the gender-wise distribution (Table 01) indicates that the surveyed population consists of 66.4% males and 33.6% females. This gender breakdown is essential for understanding the demographic composition of the sample, highlighting potential variations in responses based on gender-related factors.

The age-wise distribution (Table 02) reveals that the majority of respondents fall within the 25-34 age range (68.2%), reflecting a relatively young and dynamic workforce. Understanding the age distribution is crucial as different age groups may have distinct perspectives on conflict management and its impact on performance.

Table 03 delves into the employment status of respondents, showcasing that 40.2% are employed in the private sector, 46.7% hold government jobs, and 13.1% are self-employed. This categorization sheds light on the occupational diversity within the surveyed population, which could influence their experiences and perceptions of conflict management in the workplace.

Tables 04 to 12 explore respondents' perspectives on various aspects of conflict management, such as its impact on work deadlines and goals, team communication,

motivation, and engagement. These tables highlight a range of responses, including agreement, disagreement, and neutrality, underscoring the diversity of opinions within the surveyed population. Notably, a significant proportion of respondents acknowledge the positive impact of timely conflict resolution on their work deadlines and goals (Table 04) and believe that a supportive conflict resolution process contributes to better communication and collaboration within their team (Table 05).

Moreover, respondents express a belief in the potential positive effects of conflict management training and resources on job performance (Table 07). The importance of organizational culture is evident in Table 08, where a majority agree that a supportive organizational culture positively influences employee performance in the context of conflict management.

Table 09 gauges the awareness of existing conflict management procedures within the organization, indicating a mix of responses. This insight is critical for understanding the level of familiarity employees have with the established conflict resolution processes.

Tables 13 and 14 reveal overwhelmingly positive perceptions of employee performance and conflict management within the surveyed population. This suggests a generally optimistic view among respondents regarding the effectiveness of conflict management practices and their impact on overall job performance.

Tables 15 and 16 provide a cross-tabulation analysis and statistical tests to explore the relationship between conflict management and employee performance. The results suggest a significant association between positive perceptions of conflict management and positive perceptions of employee performance.

The discussion further delves into statistical analyses, including Chi-Square tests and binary logistic regression, to assess the strength and significance of the relationship between conflict management and employee performance. The findings indicate a statistically significant association between the two variables, reinforcing the importance of effective conflict management in fostering positive employee performance.

Finally, the reliability statistics (Table 19) show a high Cronbach's Alpha coefficient of 0.911, indicating strong internal consistency among the survey items measuring perceptions of conflict management. This suggests that the survey instrument is reliable in capturing respondents' attitudes towards conflict management.

In conclusion, the presented findings provide a nuanced understanding of the interplay between gender, age, employment status, and perceptions of conflict management within the surveyed population. The overwhelmingly positive perceptions of conflict management and its association with favorable employee performance underscore the potential benefits of effective conflict resolution practices in the workplace. These insights can inform organizational strategies aimed at enhancing conflict management processes and, ultimately, contributing to improved overall performance and employee satisfaction.

CONCLUSION

The data indicates a generally positive perception of conflict management and its impact on employee performance. Respondents acknowledge the importance of timely conflict resolution, supportive organizational culture, and conflict management training. However, there are areas where organizations might focus on improvement, such as increasing awareness of conflict management procedures and enhancing communication strategies for addressing conflicts in the workplace. Overall, the

statistical analyses provide robust support for the association between positive perceptions of conflict management and positive employee performance.

Recommendations

1. Promote Timely Conflict Resolution:

Given that a significant percentage of respondents agree that timely resolution of conflicts impacts their ability to meet work deadlines and goals, organizations should prioritize and implement effective conflict resolution processes to enhance employee productivity.

2. Invest in Conflict Management Training:

The majority of respondents believe that providing conflict management training and resources to employees can enhance job performance. Organizations should consider investing in training programs to equip employees with effective conflict resolution skills, ultimately contributing to improved performance.

3. Foster Supportive Organizational Culture:

Respondents recognize the positive influence of a supportive organizational culture on employee performance in the context of conflict management. Organizations should focus on cultivating a culture that values open communication, collaboration, and effective conflict resolution.

4. Increase Awareness of Conflict Management Procedures:

Since a significant percentage of respondents are neutral or disagree about their awareness of existing conflict management procedures, organizations should take steps to ensure that employees are well-informed about available conflict resolution process. Respondents' perceptions of conflicts being effectively communicated and addressed in the workplace vary. Organizations should evaluate and strengthen their communication and conflict resolution practices to create a more positive and constructive work environment.

5. Strengthen Communication and Conflict Resolution Practices:

Respondents' perceptions of conflicts being effectively communicated and addressed in the workplace vary. Organizations should evaluate and strengthen their communication and conflict resolution practices to create a more positive and constructive work environment.

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