



The dynamics of conflict management in organisations

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ABSTRACT

Conflict is an inherent phenomenon in organizations arising from differences in interests, values, and individual perceptions. Although numerous studies have examined conflict management, existing research tends to be fragmented and has not comprehensively integrated the simultaneous roles of interpersonal communication and leadership style in influencing organizational performance and remains limited to specific sectoral contexts. This study aims to synthesize empirical and conceptual findings related to the dynamics of conflict management in organizations and to identify key factors influencing its effectiveness. The method employed is a literature review of 10 scientific articles published between 2021 and 2026, analyzed using a thematic approach. The findings indicate that organizational conflict is influenced by differences in interests, limited resources, communication barriers, as well as structural and cultural factors. Effective conflict management contributes to improved performance, productivity, job satisfaction, and the interpersonal relationship quality, whereas ineffective management leads to negative impacts on performance and team collaboration. In addition, open interpersonal communication and adaptive leadership are identified as key factors in successful conflict management. This study contributes by integrating perspectives on conflict management, interpersonal communication, and leadership into a more comprehensive analytical framework, while also highlighting the importance of contextual approaches in enhancing the effectiveness of conflict management in organizations.

Keywords: conflict management, organizational conflict, communication, leadership, organizational performance

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1. Introduction

Conflict is an inseparable phenomenon within organisations that arises from differences in interests, values, perceptions, and individual backgrounds (Anjani & Kurniawati, 2024). In modern organisations, conflict is not only perceived as an obstacle but also as part of the interaction process, which may influence performance and the quality of working relationships. An organisation's ability to manage conflict has become an important aspect in maintaining organisational effectiveness and sustainability (Hariyanti et al., 2025). Conflict can be found in various organisational contexts, including educational organisations, companies, and public service institutions.

Studies in organisational psychology indicate that conflict is closely related to individuals' psychological conditions in the workplace, such as work stress, job satisfaction, emotional regulation, and interpersonal relationships among organisational members (Yulianti & Putra, 2021). Unmanaged conflict can lead to negative impacts, including decreased performance, disrupted team collaboration, and deteriorating interpersonal relationships (Madani et al., 2025). On the other hand, constructively managed conflict may enhance creativity, strengthen team cohesion, and foster a more adaptive and productive work environment (Hananto et al., 2024). These conditions illustrate the dualistic nature of conflict, as both a potential risk and an opportunity for organisations.

Previous studies have examined conflict management in organisations using various approaches, ranging from the identification of conflict sources and resolution strategies to their impacts on organisational

performance (Afrilianty et al., 2025; Prasojo & Maldin, 2025). However, these findings remain fragmented and have not been fully integrated. Previous research has also demonstrated inconsistent findings regarding the influence of conflict and work stress on organisational performance and job satisfaction (Santosa & Prayoga, 2021; Yulianti & Putra, 2021). Some studies have focused more on conflict resolution strategies, while others have separately emphasised the roles of interpersonal communication or leadership style without comprehensively examining the interrelationships among these variables (Haidarravy & Anshori, 2023; Kasmawanto & Ni'mah, 2021). Differences in findings across studies also indicate that the influence of conflict management on performance may vary depending on organisational contexts (Ananda et al., 2025).

Previous studies have not simultaneously integrated the relationships among conflict management, interpersonal communication, and leadership style within a comprehensive analytical framework to explain their influence on organisational performance. In addition, previous research has tended to focus on specific sectoral contexts and has not provided a comprehensive overview of conflict dynamics across different types of organisations with varying characteristics. These conditions highlight the need for a more integrative literature synthesis to achieve a deeper, more holistic understanding. Based on these conditions, this study examines how conflict management dynamics influence organisational performance and working relationships, and the factors that affect their effectiveness.

This study aims to synthesise empirical and conceptual findings on the dynamics of conflict management within organisations and to identify factors influencing the effectiveness of conflict management on performance and working relationships. This study is expected to make theoretical contributions by integrating perspectives on conflict management, interpersonal communication, and leadership within a more comprehensive analytical framework. In addition, this study is expected to provide practical implications for organisations in developing adaptive and effective conflict management strategies.

2. Method

This study employed a literature review to examine and synthesise previous research on conflict management in organisations across various institutional settings, including companies, educational institutions, healthcare organisations, government agencies, sports organisations, and industrial sectors. This approach was utilised to identify, review, and synthesise findings from prior studies to provide a more comprehensive understanding of the concepts, strategies, and dynamics of conflict management in organisational contexts. Through this method, the researchers systematically collected and analysed relevant literature to gain a deeper understanding of the research topic (Haidarravy & Anshori, 2023; Darajat & Azhar, 2026).

The literature was collected from several scientific databases, including Google Scholar, Scopus, ScienceDirect, Crossref, and SINTA. The search process was conducted using keywords related to the research topic, such as “organisational conflict management” and “conflict management in organisations.” These keywords were further combined using Boolean operators (AND, OR, NOT) to broaden and refine the search results, thereby ensuring that the selected articles were relevant to the study's focus (Nafisah, 2022). Examples of keyword combinations included “organisational conflict management” OR “manajemen konflik organisasi” and “organisational conflict management” AND “leadership.” Furthermore, the inclusion criteria were limited to articles published between 2021 and 2026 and written in either Indonesian or English to ensure the study's relevance to recent scientific developments.

Table 1. Article Selection Criteria

Inclusion Criteria	Exclusion Criteria
Scientific articles discussing the dynamics of conflict management within organizations	Articles not relevant to the dynamics of conflict management within organizations
Articles addressing institutional contexts, including corporate, educational, healthcare, governmental, sports, and industrial sectors	Duplicate articles retrieved from different databases
Full-text articles available	Articles without full-text available
Articles published between 2021 and 2026	Opinions articles, non-scientific proceedings, or sources that did not undergo a peer-review process
Articles written in Indonesian or English	Articles written in languages other than Indonesian or English

The article selection process was conducted systematically through the stages of identification, screening, eligibility assessment, and inclusion, following the PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-Analyses) guidelines, which are commonly used in literature-based research (Page et al., 2021). During the identification stage, 45 articles were identified from various scientific databases. Subsequently, during the screening stage based on titles and abstracts, 20 articles were excluded for their irrelevance to the research focus. As a result, 25 articles remained and were further evaluated through full-text reading during the eligibility stage. After assessing the articles based on topic suitability, content completeness, and relevance to the research objectives, 10 articles met the inclusion criteria and were included in the analysis.

Data analysis was conducted using thematic analysis to identify key concepts, causes of conflict, conflict management strategies, interpersonal communication, and the role of leadership within organisations (Santoso et al., 2022). The analysis followed the coding procedures proposed by Strauss and Corbin (1998), consisting of three iterative stages. In the open coding stage, the researchers thoroughly reviewed all selected articles to identify and code key information on organisational conflict dynamics. Subsequently, during the axial coding stage, codes with similar meanings were grouped into several major categories, including sources of conflict, conflict resolution strategies, interpersonal communication, and organisational leadership. The final stage, selective coding, involved synthesising these categories into broader themes that illustrated the patterns and dynamics of conflict management within organisations.

The analysis process was further carried out by categorising the findings into causes of conflict, conflict management strategies, and the influence of interpersonal communication and leadership within organisations, allowing patterns and major themes to be systematically identified (Lisnawaty, 2024). Through this process, a conceptual synthesis of the dynamics of conflict management in organisations was developed, providing a more comprehensive understanding of conflict management practices and organisational effectiveness across various institutional contexts.

3. Result

Based on the literature selection process, 10 scientific articles on conflict management dynamics within organisations were identified. The analysis was conducted using a thematic approach, categorising the findings according to recurring patterns identified in the literature: sources of conflict, the influence of conflict management on organisational performance, the roles of communication and leadership, the impacts of conflict, and conflict resolution strategies.

Source of conflict in organisations

The findings indicate that conflict is an inevitable phenomenon within organisations. Conflicts generally arise due to differences in interests, perceptions, values, and backgrounds among individuals within the organisation (Madani et al., 2025; Khoiriyah & Faurandra, 2025). In addition, limited resources, unequal task distribution, and differences in goals among individuals and groups also contribute to the emergence of conflict.

Several studies further revealed that conflict may be influenced by organisational structural factors and ineffective communication. Communication barriers, misunderstandings among organisational members, and weak coordination may increase the risk of workplace conflict (Hananto et al., 2024). Therefore, the sources of conflict in organisations are multidimensional and are influenced by individual, organisational, and workplace environmental factors.

The influence of conflict management on organisational performance

Most studies demonstrated that conflict management has a positive influence on organisational performance. Effective conflict management can improve productivity, work quality, team effectiveness, and employee job satisfaction (Anjani & Kurniawati, 2024; Prasajo & Maldin, 2025). Furthermore, effective conflict management also contributes to strengthening employee loyalty and improving the quality of interpersonal relationships within organisations.

However, several studies reported different findings. Falhi et al. (2025) found that conflict management did not have a significant direct effect on work productivity. Other studies also indicated that work environment and job performance factors exerted a more dominant influence on organisational productivity than conflict management itself (Ananda et al., 2025). These findings suggest that the effectiveness of conflict management is highly dependent on organisational context and other supporting factors.

The role of communication and leadership in conflict management

Interpersonal communication and leadership style are important factors in the dynamics of organisational conflict management. The findings revealed that effective communication can reduce misunderstandings, minimise tension, and enhance cooperation among team members (Prasajo & Maldin, 2025). In addition, adaptive and collaborative leadership plays a significant role in the conflict resolution process. Leaders who can act as mediators, provide clear direction, and foster open communication can create a more conducive

work environment (Hananto et al., 2024). Conversely, ineffective leadership may intensify conflicts and reduce the quality of working relationships within organizations.

The impacts of conflict in organisations

The analysis demonstrated that conflict may have both positive and negative impacts on organisations. Poorly managed conflict can lead to decreased productivity, disrupted interpersonal relationships, reduced work quality, and organisational disintegration (Madani et al., 2025; Khoiriyah & Faurandra, 2025). On the other hand, constructively managed conflict may generate positive outcomes for organisations. Conflict can encourage innovation, enhance creativity, strengthen team cohesion, and improve decision-making processes (Musarofah et al., 2025; Purnamasari, 2025). Therefore, conflict is not always destructive; rather, it can become an opportunity for organisational development when managed appropriately.

Conflict resolution strategies

Various conflict resolution strategies were identified in the analysed literature. The most frequently applied strategies included collaborative approaches, open communication, participatory mediation, and negotiation among conflicting parties (Purnamasari, 2025). Moreover, several studies emphasised the importance of adjusting conflict resolution strategies according to the organisational context. A healthy organisational culture, supportive interpersonal communication, and adaptive leadership were considered essential factors in improving the effectiveness of conflict management and preventing conflicts from developing into more complex problems.

Table 2. Synthesis Of Literature Findings

Author & Year	Method	Study Context	Main Findings	Contradictory Findings
Anjani & Kurniawati (2024)	Literature Review	General Organizations	Conflict management improves communication and organizational performance	No significant contradictory findings were discussed
Madani et al. (2025)	SLR	Organizations	Conflict may have negative impacts if not managed properly	Conflict may also stimulate innovation
Prasojo & Maldin (2025)	Studi Kualitatif	Culinary Industry	Collaborative strategies improve employee performance	Not all conflicts have direct negative impacts
Hananto et al. (2024)	Studi Konseptual	Organizations	Conflict enhances team cohesion	The findings were not empirically tested
Falhi et al. (2025)	Kuantitatif	Educational Organizations	Conflict management does not significantly affect productivity	The findings contradict previous studies
Ananda et al. (2025)	Kuantitatif	Corporate Sector	The work environment has a stronger influence than conflict	Conflict is not the primary contributing factor
Prambudini et al. (2025)	Studi Reflektif	Industrial Sector	Leadership play a crucial role in conflict resolution	Konteks sangat spesifik
Purnamasari (2025)	Literature Review	Educational Organizations	Collaborative strategies are considered the most effective approach	Tidak universal
Koiriyah & Faurandra (2025)	SLR	Organizations	Conflicts are triggered by resource limitations and communication problems	Positive impact of conflict were not discussed
Musarofah et al. (2025)	Review konseptual	Educational and Organizational Contexts	Conflict has the potential to increase innovation	The effect depend on the organizational context

4. Discussion

Based on the literature synthesis presented in Table 1, conflict within organisations emerges as an inevitable and multidimensional phenomenon. Conflict is associated with differences in interests, perceptions, values, and resource limitations among individuals and groups within organisations (Madani et al., 2025; Khoiriyah & Faurandra, 2025). Ineffective communication, organisational structure, and suboptimal

coordination also contribute to the emergence of conflict. These conditions indicate that conflict does not solely originate from individual factors, but is also influenced by organisational dynamics and working relationships.

Findings from various studies indicate that conflict management tends to positively contribute to organisational performance. Effective conflict management is associated with increased productivity, improved work quality, enhanced team effectiveness, and higher job satisfaction within organisations (Anjani & Kurniawati, 2024; Prasojo & Maldin, 2025). However, several studies reported findings that were not entirely consistent with these results. Falhi et al. (2025) found that conflict management did not have a significant direct effect on productivity, whereas Ananda et al. (2025) demonstrated that work environment factors contributed more to productivity than conflict management itself. These findings suggest that the role of conflict management cannot be viewed independently, as it is closely related to organisational context and other supporting variables.

Interpersonal communication and leadership style occupy important positions in the dynamics of conflict management. Effective communication helps minimise misunderstandings, maintain coordination, and strengthen cooperation among organisational members (Prasojo & Maldin, 2025). In the same context, adaptive and collaborative leadership contribute to creating a more stable work environment and facilitate more directed conflict resolution. The role of leaders as both facilitators and mediators becomes a determining factor in whether conflict can be managed constructively or instead develops into a more complex problem (Prambudini et al., 2025).

Conflict within organisations demonstrates a non-singular character. On the one hand, poorly managed conflict is associated with decreased productivity, disrupted interpersonal relationships, and weakened organisational performance (Madani et al., 2025; Khoiriyah & Faurandra, 2025). On the other hand, appropriately managed conflict may encourage innovation, enhance creativity, strengthen teamwork, and improve decision-making processes (Musarofah et al., 2025; Purnamasari, 2025). These findings indicate that conflict does not always have negative impacts; rather, it may be part of the organisational development process.

Various conflict resolution approaches were identified in the literature, particularly collaborative approaches, open communication, participatory mediation, and negotiation among the involved parties. These approaches tend to be effective when supported by a healthy organisational environment, effective interpersonal communication, and leadership that can adapt to conflict situations. The effectiveness of conflict resolution strategies is not universal, as each organisation has distinct characteristics, cultures, and dynamics that require adjustments in their implementation.

This study demonstrates that conflict is an inseparable part of organisational dynamics and is influenced by factors such as differences in interests, limited resources, and communication barriers. The findings reveal that effective conflict management can improve organisational performance, the quality of working relationships, and employee job satisfaction. Conversely, poorly managed conflict can reduce productivity and damage interpersonal relationships within organisations. This study contributes to the existing literature by providing a synthesis that integrates the perspectives of conflict management, interpersonal communication, and leadership into a more comprehensive analytical framework. The findings emphasise that the effectiveness of conflict management depends not only on conflict resolution strategies but also on the quality of interpersonal communication and leadership styles within organisations.

Theoretically, the findings reinforce the importance of an integrative approach in understanding organisational conflict, particularly through the combination of organisational communication and organisational behaviour perspectives. These findings indicate that conflict should not be viewed merely as a problem but also as a strategic opportunity to enhance organisational effectiveness and adaptability. Practically, this study provides implications for organisations to develop adaptive conflict management strategies based on open communication and supported by collaborative leadership. Through such approaches, conflict can be managed constructively, encouraging improved organisational performance and strengthening working relationships. Future studies are recommended to empirically examine these findings across various types of organisations to obtain a deeper, more comprehensive understanding of the dynamics of conflict management.

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