
WORKPLACE CONFLICT MANAGEMENT: AN INHERENT LEADERSHIP IMPERATIVE

OGOUN, Helen-May
Department of Management
Faculty of Management Sciences
Niger Delta University Wilberforce Island, Bayelsa State, Nigeria
helen-mayogoun@ndu.edu.ng; mayogoun@gmail.com

ABSTRACT

From a literature decomposition perspective, the study gleaned the implicit role of conflict management as a core but un-listed function of every leader, whether trained on the skill-sets required for effective conflict management or not. From the preponderance of literature evidence, the onus of conflict management rests on leadership at all levels. No leader can recuse themselves on the grounds that it is not stated in their letter of engagement. Therefore, the study concludes that workplace conflict management is an inherent leadership imperative; and recommends that organisations should invest in training their leaders on optimal conflict management skills. Furthermore, leaders must understand the inherent nature of the task of conflict management at all levels of leadership and strive to acquire the needed skill-sets on their own, even when no provision is made by the organisation, as well as ensure a behavioural disposition that optimizes conflict resolution gains.

Keywords: Behavioural disposition, leadership imperative, skill-sets, workplace conflict management,

INTRODUCTION

Technological advances, skill sets spread and high labour mobility across geo-national boundaries have increased the level of workplace diversity. Specialised labour is increasingly being sourced from around the globe for corporate competitive edge. Also, driven by cost minimization goals, firms source cheap labour from other climes in non-specialized fields. Driven by poverty, occasioned by underdevelopment and conflict, migrant workers are seen traversing continents in search for greener pastures. These and related developments have created a diverse workplace ecosystem (Patrick & Kumar, 2012; Podsiadlowski et al., 2013; Amaliyah, 2015; Dhuppar, 2015; Emma, 2018). Also, within country variations, spanning ethno-religious lines, have created workplaces characterised by diversity, with the resultant inevitability of conflict. (Leon-Perez, et al., 2015; Danielsson et al., 2015; Bai et al., 2015; Ayoko, 2016).

Interestingly, conflict is a common denominator in life, owing to individual uniqueness. No two individuals are completely the same. Hence, the preponderance of conflict amongst siblings, spouses, communities, within same ethnic groups, religious sects, etc. This makes the concept of conflict universal and the imperative for its efficient management, to minimize its downsides and optimize the inherent benefits from it. Thus, this paper hinged on a theoretical prism, explores the inherent imperative of conflict management skill-sets requirements for all leaders.

Concept of Conflict

The concept of conflict has attracted a lot of scholarly works; and despite the huge interest spanning wide scholarly inquests, the idea of conflict is has universal meaning. Ayoko (2016) see conflict as the product of cooperation between two or more parties that indicates the lack of compatibility in goals and interest. Similarly, Modh (2014) noted that not only are goals and interests of conflicting parties discrepant, their behaviour commensurate those differences. Conflicting parties are interdependent and perceive each other as interfering in pursuit of their goals (Hopkins & Yonker, 2015).

Conflict is a phenomenon in social interactions. It is the behavioural manifestation of observed differences that conflicting parties have about each other. According to Al-Sibaie et al. (2014), conflict occurs when one party perceives the actions and inactions of the other to be an obstruction. This invariably implies disagreement or lack of consensus between individuals or amongst groups.

Hopkins and Yonker (2015) posits that conflict is expressed by emotional disposition of conflicting members, and for that matter, such negative emotions influence individual's emotional intelligence. Meng et al. (2015) argued that conflict has an adverse effect on the effectiveness of team communication. Hence, conflicting members undermine their ability and willingness to work together as a team towards achieving set goals. Furthermore, workplace conflict (Saeed et al., 2014) has the potential to negatively affect an individual's organizational citizenship behaviour.

Given that conflicting parties are unwilling to share an idea, communicate, and cooperate with each other, their willingness to exhibit deviant behavior is enhanced, and for that matter, their willingness and ability to perform non-functional roles (Chung, 2015). For Ayub et al. (2017), conflict is an indication of the disagreements that exist between team members, and thus requires the employment of effective conflict management strategies to mitigate the adverse effects of conflict. Hence, conflict is the absence of coherence between individuals and or within a group.

Inevitability of Workplace Conflict

The inevitability of workplace conflict is well anchored in extant literature. As previously noted, the distinctive nature of man, enhanced further by variations in socio-cultural milieu has enacted a world with variations in perspectives. The degree of entrenchment of our socio-cultural and religious proclivities ensures non monotonous behaviour. The ease of mobility, necessitating global labour migration has created such a diverse work ecosystem that conflict resonates across workplaces. For instance, Leon-Perez et al. (2015) and Zhou and Shi (2014) observe that conflict is an inevitable part of workplace life. The prevalence of team conflict in the workplace is a reality (Nicotera et al, 2015; Danielsson et al., 2015)

Thus, McKenzie (2015) observed that conflict in the workplace might arise from differences of opinion with regard to a process or procedure etc. Ayoko (2016) argued that this phenomenon is pervasive in the workplace and has a detrimental effect on individuals. Bai et al. (2015) indicated that workplace conflict is inevitable in the interactions between team members; see also (Omisore & Abiodun, 2014; McKibben, 2017). The literature is inundated with the reality that conflict is synonymous with the workplace with implications for the organization dependent on how it is resolved.

Consequences of Conflict

The implications of conflict may be negative or positive. Interestingly, there is preponderance of negative effect, as documented in literature. This aligns the aura of negativity often evoked by the mere mention of the word conflict. To Short (2016), conflict is costly. The balance is skewed to the negative as opposed to the positive effect. However, in some instances conflict is required to harness optimal outcome, and when properly managed, the downsides of conflict can be mitigated.

Conflict in every instance has impact in several dimensions. This could be between or amongst the actors in terms of interpersonal relations and in the workplace in terms of attainment of objectives. In this regard, Zhou and Shi (2014) indicated that workplace conflict produces net adverse effect on individuals, as well as the team. Contributing in furtherance of earlier research outcomes, Sheppard and Aquino (2017) reported that workplace conflict among team members can be dysfunctional and lead to unhealthy competition.

On their part, Meng et al. (2015) observed that successful team performance depends on how well team members cooperate and share ideas. The deposition of Schaeffner et al. (2015) also support the fact that workplace conflict results in tension and performance-impeding behaviour detrimental to successful team

performance. Negative effects of workplace conflicts arise because organizational members concentrate on reducing threats of conflict or focus on enhancing their power rather than enhancing productivity (Danielsson et al., 2015).

Conflict situations can have adverse effect on individuals' job performance, team performance, organizational citizenship behaviour, and can enhance deviant behaviors among members of the organization (Chung, 2015). Conflict can act as a retrogressing factor in ensuring cooperation among team members (Dundon & Dobbins, 2015). It affects productivity and financial well-being of an organization. In addition, it portends an adverse net effect on the psychological and physical state of individual members (Ford et al., 2016). Maximin et al. (2015) noted that despite the difficulty in determining the true financial cost of workplace conflict, it is estimated that approximately \$359 billion is lost to conflict.

Similarly, Anastasio and Rose (2014) and Modh (2014) noted that workplace conflict behavioural disposition of employees and adversely impact relationship building. Positive social change occurs through reduced cost of resolving conflicts (Rohani et al., 2018). Al-Sibaie et al. (2014) pointed out that conflict is significantly correlated with performance. Furthermore, Jungst and Blumberg (2016) observed that variations in perceptions by team members on core firm values, there is the probability of conflict, which ultimately affects the way in which they relate with each other. Babalola et al. (2016), further stated that when conflict erodes harmony and camaraderie that exist between team members, individual's focus shifts from work task/duties/roles, thereby negatively affecting work outcome and performance.

The foregoing indicates that conflict has negative effects on work performance. Conflict can be costly to organizations if the conflict is left uncontrolled or not adequately resolved. Unresolved conflict leads to job dissatisfaction and subsequently increase employee turnover (Watty-Benjamin & Udechukwu, 2014). Ford, Myrden, & Kelloway (2016) further noted that financial costs of workplace conflict manifests in costs associated with low productivity, absenteeism, litigation, etc. Added to the aforementioned is the value related to delays in delivery, miscommunication, cumbersome, and uncoordinated processes (Al-Sibaie et al., 2014). Jungst and Blumberg (2016) adds that workplace conflict lead to increase in stress and anxiety levels of individuals because of the psychological effect arising from the perception of tension.

There is also literature evidence that some degree and type of conflict is good. In this vein Reade and Lee (2016) observed that a well-managed conflict can benefit the organization. Contributing in this regard, Ayoko (2016) argued that a conflict can be dysfunctional or functional contingent upon how it is managed. Invariably implying that poorly managed conflict bears negative consequences while, well managed conflict can result in positive outcome for the organization. Vollmer (2015) insisted that although conflict can stifle innovation, the constructive management of conflict can be the catalyst to enhance workplace innovation.

He et al. (2014) aver that cognitive aspect of conflict enhance innovation because organizations are offered the opportunity of synthesizing competing ideas of conflicting parties. In effect, the divergent perspectives of conflicting parties become apparent, meaning the availability of alternative conceptions. The implication is that conflict allows for variations in perspectives and enhances alternatives that adds value to informed and improved decision making. Thus, when conflict is constructive, individuals enhance their innovative behaviour because of their exposure to different ideas and approaches (Reade & Lee, 2016).

The search for alternatives is enhanced when variations in thoughts are encouraged. Decomposing what may seem like an outlandish idea may be the turning point for creativity. Most innovative enactments were a result of variations in cognitive conflict, as ideas are harvested from divergent views canvassed by group members. Batra (2016) advocated for some form of cognitive conflict because the quality of ideas is low whenever team members think alike. Therefore, Way et al. (2016) noted that by constructively managing conflict, firms enhance the innovative behaviour amongst co-workers, and reinforces empowerment,

commitment, and teamwork. Hence, the type of conflict and how leaders manage it determines the nature of impact.

Conflict Management Milieu

The import of conflict on corporate goals attainment requires that it must be adequately mitigated. Meng et al. (2015) argue that given the reality of conflict in workplaces, organization leaders must deploy requisite strategy to create a harmonious work environment, improve performance, and ultimately enhance quality of products. Similarly, Babalola et al. (2016) posits that the way leaders at various levels of the organization address conflict situations determine the pattern of outcomes on group members and entity. Hence, conflict management strategies constitute the ways and means of resolving conflict, build peace, and channel team efforts to corporate objectives.

Yang et al. (2016) holds that the essence of any conflict management method is to help conflicting parties return to pre-established goals. The direction of the effect, whether dysfunction or positive, is contingent on the appropriateness of methods deployed by leaders (Beitler et al., 2016). Extending the argument for appropriate strategy Yeung et al. (2015) argue that strategies deployed should be determined by the roles of the conflicting parties. In furtherance of this strand, Beitler, et al. (2016) stated that the dual concern theory is the bedrock of the different conflict management strategies.

Dual concern theory illustrates the concern of conflicting parties in the selection of an approach (Beitler et al., 2016). Equity consideration is required, which entails consideration for the concerns for one's aspirations and the concern for others in building a healthy working relationship. Enclaved in the dual concern theory as are five main conflict management strand: (i) accommodating (obliging), (ii) avoiding, (iii) collaborating (integrating), (iv) compromising, and (v) competing (Wu et al., 2018; Nischal & Bhalla, 2014; Gbadamosi et al., 2014; Osisioma et al., 2012).

Deployment of appropriate tools in each conflict instance enhances relationship-building via strengthening of channels of communication as canvassed; and these strategies can be active or passive, and constructive or destructive (Beitler et al., 2016). Thus, the choice of approach might aid a manager to confront or avoid conflict or in the same way, ensure that conflict produces a constructive or destructive effect on team relationship (Goncalves et al., 2016). Thus, each strategy depending on the dynamics can produce a different outcome; it largely depends on the style of the leader and the nature of the conflict.

Leadership Role in Workplace Conflict Management: An Inherent Imperative

According to Copeland (2015), a leader's behaviour has significant bearing on followers' workplace behaviour. Also, Nichols (2016) indicates that a leader's traits influence their attitudes towards work and followers. In the same way, a leadership skills and approaches are critical to enhancing the value and support that followers attach to the leader's performance (Pryce, 2016). The workplace is one of the most critical places of an employee's work life (Chung, 2015), thus, leaders must ensure positive work relationship to promote positive work attitude and outcome. Saeed et al. (2014) explained that harmony is a prerequisite condition for success within an organization.

Leadership is basically getting things done through people. It is an influence relationship between leaders and followers who intend real changes that reflect their mutual purposes (Rost, 1991, as cited in Igwe & Ateke, 2019). Nowhere is this more apparent than in the workplace. When corporate goals are crafted and resources garnered, it is the expectation of stakeholders that these resources would be properly deployed by leaders at various levels of the organization towards attainment of the crafted goals.

It is expected that leaders understand the implicit requirements for conflict management in attaining assigned responsibilities. While, often not clearly stated in letters of engagement, but inherently implied is that every leader is a workplace conflict manager. Achieving organizational goals requires an environment

that promote harmony between peers, as successful organizational leaders are those who create harmonious work environment. The responsibility of organizational managers is to ensure a workplace without conflict among team members (Saeed et al., 2014).

The current globalized competitive landscape requires innovativeness to gain competitive advantage, requiring leadership behaviour that shape individuals to exhibit creative outcomes (Afsar et al., 2017). The type of leadership required in such an environment is one that transcends divisions, has no boundaries and is culturally sensitive. Creative behavioural dispositions of followers is therefore, a function of leaders' psychological empowerment and motivational behavior (Afsar et al., 2017).

Leadership behavioural pattern has significant implications for employees' job satisfaction and motivational levels (Kiarie et al., 2017). Hirst et al. (2016) indicated that behaviours, such as helping followers develop openness, trust, learn, build skills, and plan are among the responsibilities of effective leaders. In other words, effective leadership is necessary for addressing the various problems such as workplace conflict that organizations may encounter.

Leadership behaviour that empowers followers result in improved job satisfaction and follower's organizational commitment (Kong et al., 2016). Demirtas et al. (2017) further indicates that ethical leadership behaviour leads to high performance, trust, extra effort, and affective commitment. In addition, ethical leadership behaviour enhances followers' motivation, voice, organizational citizenship behaviour, and relationship building behaviour (Demirtas et al., 2017). By encouraging internal creativity and innovation, organizations position themselves to gain competitive advantage (Kiarie et al., 2017) and the role of leaders is critical in achieving any form of leverage (Huguet, 2017).

Despite the relevance of leadership behaviour to organizational performance and success, it is worth noting that self-disrupting behaviours of leaders have a negative impact on organizations (Brogan-Baranski, 2018). Hopton (2016) indicates that although leaders' use of humour can reduce stress, create a pleasant work climate, enhance cohesion, improve communication, and enhance positive outcomes, aggressive humour may result in self-deprecating leadership behaviour that negatively affect the work environment, and create conflict or escalate an existing one ((Baškarada et al., 2017; Williams et al., 2013).

Hopkins and Scott (2016) argue that managers have the responsibility to reconcile individual differences, create an environment that fosters coexistence, and direct individual energy toward goal attainment. Bai et al. (2015) stressed the need for managers to ensure a high-performance level in employees; and posits that, a high level of employee performance is mostly a product of the strategies employed by managers to control workplace conflict. Hendel et al. (2005) notes that leadership style influence how conflict is managed; while Grubaugh and Flynn (2018) argue leadership skill-sets shape conflict management in work settings.

From literature evidence, it can be inferred that optimal conflict management is an inherent and implied responsibility of every leader. This is because acrimony and mistrust amongst team members would definitely undermine corporate efforts. In an unhealthy workplace, open conflict, mutual distrust and sabotage becomes the hallmark (Bock et al., 2015). No leader can attain set goals without putting out the fire in the team or group. The reality is that those who emerge as leaders in various instances, and in particular the workplace may not have received training on conflict management skill-sets but are inadvertently expected to be conflict managers.

CONCLUSION AND RECOMMENDATIONS

Team cohesion required for united corporate effort can only thrive if conflict is properly managed. Implied from the role of leadership is that by their actions or inactions, leaders must not be stokers of conflict. By virtue of their positions, leaders are implicitly expected to rise above personal idiosyncrasies and covey in

no ambiguous terms, the need for team spirit. A leader who stokes conflict via preferential conduct level cannot get things done.

Not all leadership responsibilities are written down in letters of engagement or elevation at work places. Some are implicit by virtue of the position. This is why as people occupy positions of leadership, failure to identify the inherent requirements is a recipe for failure. Leadership at all levels require managing humans, with inherent propensity for conflict, which must be mitigated to foster the channelling of efforts towards corporate goal attainment. This argument can be cascaded down to even leadership at the family level.

It is expected that the head of the family must not be seen to stoke conflict in any way. The family leader must be seen to enhance cohesiveness by mitigating sibling rivalry and other forms of conflict that are inevitable. Conflict is a fact of life and inherent in the human ecosystem which must be addressed to enhance harmonious co-existence. This underscores the universality of conflict management in all instances of two or more persons.

From the preponderance of literature evidence, the onus for conflict management rests on leadership at all levels. No leader can recuse themselves on any ground; it is implicit in every leadership position. Therefore, the study concludes that workplace conflict management is an inherent leadership imperative; and recommends that organisations should invest in training their leaders on optimal conflict management skill-sets; and that leaders must comprehend the inherent nature of the task of conflict management at all levels of leadership and strive to acquire needed skill-sets and behavioural disposition that optimizes conflict resolution gains.

REFERENCES

- Afsar, B., Badir, Y., Saeed, B. B., & Hafeez, S. (2017). Transformational and transactional leadership and employee's entrepreneurial behavior in knowledge- intensive industries. *The International Journal of Human Resource Management*, 28, 307-332.
- Al-Hamdan, Z., Norrie, P., & Anthony, D. (2014) Conflict management style used by nurses in Jordan. *Journal of Research in Nursing*, 19(1), 40-53.
- Al-Hamdan, Z., Nussera, H., & Masa 'Deh, R. (2016). Conflict management style of Jordanian nurse managers and its relationship to staff nurses' intent to stay. *Journal of Nursing Management*, 24, E137-E145.
- Al-Sibaie, E. Z., Alashwal, A. M., Abdul-Rahman, H., & Zolkafli, U. K. (2014). Determining the relationship between conflict factors and performance of 100 international construction projects. *Engineering, Construction and Architectural Management*, 21, 369-382.
- Amaliyah, A. (2015). The Importance of Workplace Diversity Management. *International Journal of Sciences: Basic and Applied Research*, 17(2): 175-182.
- Anastasio, P. A., & Rose, K. C. (2014). Beyond deserving more: Psychological entitlement also predicts negative attitudes towards personally relevant out- groups. *Social Psychological and Personality Science*, 5, 593-600.
- Ayoko, O. B. (2016). Workplace conflict and willingness to cooperate: The importance of apology and forgiveness. *International Journal of Conflict Management*, 27, 172-198.
- Ayub, N., AlQurashi, S. M., Al-Yafi, W. A., & Jehn, K. (2017). Personality traits and conflict management styles in predicting job performance and conflict. *International Journal of Conflict Management*, 28, 671-694.

- Babalola, M., Stouten, J., Euwema, C., & Ovadje, F. (2016). The relation between ethical leadership and workplace conflicts: The mediating role of employee resolution efficacy. *Journal of Management*, 44(5), 1-51.
- Bai, Y., Harms, P., Han, G. H., & Cheng, W. (2015). Good and bad simultaneously? Leaders using dialectical thinking foster positive conflict and employee performance. *International Journal of Conflict Management*, 26, 245-267.
- Bang, A. H. (2016). The restorative and transformative power of the arts in conflict resolution. *Journal of Transformative Education*, 14, 355-376.
- Başkarada, S., Watson, J., & Cromarty, J. (2017). Balancing transactional and transformational leadership. *International Journal of Organizational Analysis*, 25, 506-515.
- Batra, S. (2016). Fighting for innovation: Exploring the role of conflicts in enabling team innovation. *Strategic Decision*, 32, 11-12.
- Beitler, L. A., Machowski, S., Johnson, S., & Zapf, D. (2016). Conflict management and age in service professions. *International Journal of Conflict Management*, 27, 302-330.
- Bock, A. J., Eisengerich, A. B., Sharapov, D., & George, G. (2015). Innovation and leadership: When does CMO leadership improve performance from innovation? *Sage Open*, 5, 1-14.
- Brogan-Baranski, K. (2018). *Conversational leadership: A phenomenological study of exemplary elementary superintendents and the behaviors they practice in learning the organizations* (Doctoral dissertation). Available from ProQuest Dissertations and Theses database. (UMI No. 10745916).
- Burgos-Cienfuegos, R., Vasquez-Salgado, Y., Ruedas-Gracia, N., & Greenfield, P. M. (2015). Disparate cultural values and modes of conflict resolution in peer relations: The experience of Latino first-generation college students. *Hispanic Journal of Behavioral Sciences*, 37, 365-397.
- Chung, Y. W. (2015). The mediating effects of organizational conflict on the relationships between workplace ostracism with in-role behavior and organizational citizenship behavior. *International Journal of Conflict Management*, 26, 366-385.
- Copeland, M. K. (2015). The importance of ethics and ethical leadership in the accounting profession. *Research on Professional Responsibility and Ethics in Accounting*, 19, 61-98.
- Danielsson, C. B., Bodin, L., Wulff, C., & Theorell, T. (2015). The relation between office type and workplace conflict: A gender and noise perspective. *Journal of Environmental Psychology*, 42, 161-171.
- Demirtas, O., Hannah, S. T., Gok, K., Arslan, A., & Capar, N. (2017). The moderated influence of ethical leadership, via meaningful work, on followers' engagement, organizational identification, and envy. *Journal of Business Ethics*, 145, 183-199.
- Dhuppar, S. (2015). Managing Workplace Diversity Challenges and Strategies. *International Journal of Research*, 2(3): 346-351.
- Dundon, T., & Dobbins, T. (2015). Militant partnership: A radical pluralist analysis of workforce dialectics. *Work, Employment and Society*, 29, 912-931.
- Emma, L. (2018). *Advantages and disadvantages of diversity in workplace*. Retrieved from <https://bit.ly/1jdaWY0>
- Ford, D. P., Myrden, S. E., & Kelloway, E. K. (2016). Workplace aggression targets' vulnerability factor: Job engagement. *International Journal of Workplace Health Management*, 9, 1-33.
- Gbadamosi, O., Baghestan, A. G., & Al-Mabrouk, K. (2014). Gender, age, and nationality: Assessing their impact on conflict resolution styles. *Journal of Management Development*, 33, 245-257.
- Goncalves, G., Reis, M., Sousa, C., Santos, J., Orgambidez-Ramos, A., & Scott, P. (2016). Cultural intelligence and conflict management styles. *International Journal of Organizational Analysis*, 24, 725-742.
- Grubaugh, M., & Flynn, L. (2018). Relationships among nurse manager leadership skills, conflict management, and unit teamwork. *Journal of Nursing Administration*, 48 (7/8), 383-388.
- He, Y., Ding, X., & Yang, K. (2014). Unpacking the relationships between conflicts and team innovation. *Management Decision*, 52, 1533-1548.

- Hendel, T., Fish, M., Galon, V. (2005). Leadership style and choice of strategy in conflict management among Israeli nurse managers in general hospitals. *Journal of Nursing Management*, 13, 137-146.
- Hirst, G., Walumbwa, F., Aryee, S., Butarbutar, I., & Chen, C. J. H. (2016). A multi-level investigation of authentic leadership as an antecedent of helping behavior. *Journal of Business Ethics*, 139, 485-499.
- Hopkins, M. M., & Yonker, R. D. (2015). Managing conflict with emotional intelligence: Abilities that make a difference. *Journal of Management Development*, 34, 226- 244.
- Hopkins, W. E., & Scott, S. G. (2016). Values-based leadership effectiveness in culturally diverse workplaces. *Cross Cultural & Strategic Management*, 23, 363- 385.
- Hoption, C. (2016). The double-edged sword of helping behavior in leader-follower dyads. *Leadership & Organization Development Journal*, 37, 13-41.
- Huguet, B. C. S. (2017). Effective leadership can positively impact school performance. *On the Horizon*, 25, 96-102.
- Igwe, S. R., & Ateke, B. W. (2019). Nigeria's developmental question: The role of market-oriented servant leadership. *Nigerian Academy of Management Journal*, 14(1), 42-48.
- Jungst, M., & Blumberg, B. (2016). Work relationships: Counteracting the negative effects of conflict. *International Journal of Conflict Management*, 27, 225-248.
- Kiarie, M. A. W., Maru, L. C., & Cheruiyot, T. K. (2017). Leader personality traits and employee job satisfaction in the media sector, Kenya. *The Total Quality Management Journal*, 29, 133- 146.
- Kong, H., Sun, N., & Yan, Q. (2016). New generation, psychological empowerment: Can empowerment lead to career competences and career satisfaction? *International Journal of Contemporary Hospitality Management*, 28, 2553-2569.
- Leon-Perez, J. M., Medina, F. J., Arenas, A., & Munduate, L. (2015). The relationship between interpersonal conflict and workplace bullying. *Journal of Managerial Psychology*, 30, 250-263.
- Maximin, S., Moshiri, M., & Bhargava, P. (2015). Understanding the cost of conflict and an approach to conflict-management design. *Journal of the American College of Radiology*, 12, 507-509.
- McKenzie, D. M. (2015). The role of mediation in resolving workplace relationship conflict. *International Journal of Law and Psychiatry*, 39, 52-59.
- McKibben, L. (2017). Conflict management: Importance and implications. *British Journal of Nursing*, 26(2), 100-104.
- Meng, J., Fulk, J., & Yuan, Y. C. (2015). The roles and interplay of intragroup conflict and team emotion management on information seeking behaviors in team contexts. *Communication Research*, 42, 675-700.
- Modh, S. (2014). Formulating a new three energy framework of personality for conflict analysis and resolution based on Triguna concept of Bhagavad Gita. *Journal of Human Values*, 20, 153-165.
- Nichols, A. L. (2016). What do people desire in their leaders? The effect of leadership experience on desired leadership traits. *Leadership & Organization Development Journal*, 37, 658-671.
- Nicotera, A.M., Zhao, X., Mahon, M.M., Peterson, E.B., Kim, W., K., & Conway-Morana, P. (2015). Structural divergence theory as explanation for troublesome outcomes in nursing communication. *Health Communication* 30(4), 371-384.
- Nischal, S., & Bhalla, G. S. (2014). Exploration of conflict resolution mechanism based upon the OSCM model: A comparative analysis between public and private sector commercial banks. *Paradigm*, 18, 185-198.
- Omisore, B. O., Abiodun, A. R. (2014). Organizational conflicts: Causes, effects and remedies. *International Journal of Academic Research in Economics and Management Sciences*, 3,
- Osisoma, H. E., Osisoma, B. C., & Chukwumeka, E. E. O. (2012). Developing a Conflict Management Model for the Nigerian Executive. *Singaporean Journal of Business Economics and Management Studies*, 1(1), 1-19.
- Patrick, H. A., & Kumar, V. R. (2012). Managing workplace diversity: Issues and challenges. *Sage Open*, 2(2).

- Podsiadlowski, A., D. Gröschke, M. Kogler, C. Springer, and K. Van Der Zee. (2013). Managing a culturally diverse workforce: Diversity perspectives in organizations. *International Journal of Intercultural Relations*, 37(2), 159-175.
- Pryce, A. C. (2016). *Strategies to reduce employee turnover in small retail businesses*. Available from ProQuest Dissertations and Theses database. (UMI No. 10244097).
- Reade, C., & Lee, H. (2016). Does ethnic conflict impede or enable employee innovation behavior? The alchemic role of collaborative conflict management. *International Journal of Conflict Management*, 27(2), 1-44.
- Rohani, M., Shafabakhsh, G., Haddad, A., & Asnaashari, E. (2018). Strategy management of construction workspaces by conflict resolution algorithm and visualization model. *Engineering, Construction and Architectural Management*, 25, 1052-1074.
- Saeed, T., Almas, S., Anis-ul-Haq, M., & Niazi, G. (2014). Leadership styles: relationship with conflict management styles. *International Journal of Conflict Management*, 25, 214-225.
- Schaeffner, M., Huettermann, H., Gebert, D., Boerner, S., Kearney, E., & Song, L. J. (2015). Swim or sink together: The potential of collective team identification and team member alignment for separating task and relationship conflicts. *Group & Organization Management*, 40, 467-499.
- Sheppard, L. D., & Aquino, K. (2017). Sisters at arms: A theory of female same-sex conflict and its problematization in organizations. *Journal of Management*, 43, 691-715.
- Short, R. (2016). The cost of conflict in the workplace. Alternative dispute resolution resources. Retrieved from <http://robynshort.com/2016/02/16/the-cost-of-conflict-in-the-workplace>
- Trudel J, Reio T. (2011). Managing workplace incivility: The role of conflict management styles: Antecedent or antidote? *Human Resource Development Quarterly*, 22(4), 395-423.
- Vollmer, A. (2015). Conflicts in innovation and how to approach the “last mile” of conflict management research: A literature review. *International Journal of Conflict Management*, 26, 192-213.
- Watty-Benjamin, W., & Udechukwu, I. (2014). The relationship between HRM practices and turnover intentions: A study of government and employee organizational citizenship behavior in the Virgin Islands. *Public Personnel Management*, 43, 58- 82.
- Way, K. A., Jimmieson, N. L., & Bordia, P. (2016). Shared perceptions of supervisor conflict management style: A cross-level moderator of relationship conflict and employee outcomes. *International Journal of Conflict Management*, 27, 25-49.
- Williams, F. I., Campbell, C., McCartney, W., & Gooding, C. (2013). Leader derailment: The impact of self-defeating behaviors. *Leadership & Organization Development Journal*, 34, 85-97.
- Wu, G., Zhao, X., & Zuo, J. (2017). Effects of inter-organizational conflicts on construction project added value in China. *International Journal of Conflict Management*, 28, 695-723.
- Wu, M., Zhang, L., Imran, M., Lu, j., & Hu, X. (2018). Conflict coping strategy evolution of top management team members in China’s family enterprises. *Chinese Management Studies*, 12, 246-267.
- Yang, J., Yin, D., Cheng, Q., Shen, L., & Tan, Z. (2016). Decentralized cooperative unmanned aerial vehicles conflict resolution by neural network-based tree search method. *International Journal of Advanced Robotic Systems*, 13, 1-14.
- Yeung, D. Y., Fung, H. H., & Chan, D. (2015). Managing conflict at work: Comparison between younger and older managerial employees. *International Journal of Conflict Management*, 26, 342-364.
- Zhou, M., & Shi, S. (2014). Blaming leaders for team relationship conflict? The roles of leader-member exchange differentiation and ethical leadership. *Nankai Business Review International*, 5, 134-146.