

## An Empirical Study of Conflict Management in the Workplace and Its Influence on Team Efficiency & Employee Behaviour

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### Abstract

Conflict is an unavoidable facet of organizational life rising from transformations in goals, morals, perceptions & resource limitations. How establishments accomplish conflict significantly impacts team efficiency (TE) & employee behaviour (EB). The current empirical research observes the relationship between conflict\_management (CM) styles as well as their influence on team\_efficiency (TE) & employee\_behaviour (EB). Using a structured organized questionnaire, primary data were gathered from 166 employees who are working in software companies located at Bhubaneswar. Statistical testing tools like descriptive statistical analysis, reliability analysis (Cronbach Alpha), correlation analysis along with regression test analysis were applied to test the research hypothesis. The findings of the study reveals that collaborative & flexible conflict\_management (CM) styles completely impact team\_efficiency (TE) & constructive employee\_behaviour (EB), while evading & challenging styles have a undesirable or insignificant influence. The research also provides practical inferences for administrators & HR professionals to foster a strong work atmosphere through active conflict\_management (CM) practices.

**Keywords:** Conflict Management (CM), Team Efficiency (TE), Employee Behaviour (EB), Workplace Conflict (WC), Organizational Effectiveness (OE)

### Introduction

Contemporary organizations function within active & competitive landscapes where collaboration & employee cooperation are vital for accomplishment. Workplace\_conflict (WC) naturally rises from organizational associations stemming from variations in personalities, work profiles, communication styles & expectations (G, A., 2017). Unmanaged conflict may outcome in stress, reduced productivity & adverse employee conduct, whereas competently managed conflict can foster creativity, better problem-solving & improve team\_performance (TP).

Conflict\_management (CM) denotes the tactics & procedures employed by individuals & organizations to address disagreements constructively. Team\_efficiency (TE) signifies the success of collaboration among team members in attaining organizational purposes, whereas employee\_behavior (EB) incorporates attitudes, cooperation, job devotion & interpersonal relationships in the workplace environment (Pawar, R., 2018). Comprehending the impact of conflict\_management (CM) on these outcomes is critical for enhancing organizational performance. This study experimentally observes the influence of various conflict\_management (CM) tactics on team\_efficiency (TE) & employee\_behavior (EB), utilizing data gathered from 166 respondents from different software companies located at Bhubaneswar.

### **Conflict Management**

Conflict management (CM) denotes the methodical approach of recognizing, addressing & resolving conflicts or disputes among individuals or groups within an organization in a constructive manner. It entails employing techniques such as collaboration, compromise, accommodation, avoidance & competitiveness to mitigate adverse results & promote positive relationships (Bhushan, A., 2016). Efficient dispute resolution sustains robust professional relationships, alleviates stress & fosters a happy workplace atmosphere. It promotes transparent communication & reciprocal understanding among employees (G, A., 2017). Effectively managed disagreement can enhance decision-making & foster innovation.

### **Team Efficiency**

Team\_efficiency (TE) denotes the capacity of a collective of individuals to achieve tasks and organizational objectives proficiently, utilizing time, resources & abilities optimally. An effective team exhibits robust co-ordination, explicit role distribution & proficient communication. Elevated team\_efficiency (TE) culminates in prompt task completion, enhanced production & superior quality outputs. It is shaped by leadership, teamwork & dispute resolution methodologies. Effective teams swiftly adjust to obstacles & collaborate towards common goals.

### **Employee Behaviour**

Employee behavior denotes the activities, attitudes, and conduct demonstrated by employees in the workplace (Bhushan, A., 2016). It encompasses elements such as motivation, commitment, collaboration, job happiness, and work ethics. Constructive employee conduct fosters a supportive organizational culture, enhances collaboration, and increases productivity. Adverse behaviors, such as absenteeism or disengagement, can impede organizational success. Employee behavior is significantly shaped by company policies, leadership approaches, and conflict resolution strategies (Jehn., et.al., 2001).

Organisational efficiency and employee conflict are strongly interconnected, with organisational climate playing a pivotal role in shaping this relationship. An unfavorable work environment tends to elevate stress levels and burnout among employees, which in turn aggravates workplace conflicts and undermines efficiency. In contrast, a positive and effectively managed organisational climate helps reduce conflict, promotes employee wellbeing, and supports higher levels of performance. The study by Jena and Acharya (2021) strengthens this understanding by empirically establishing the association between organisational factors and employees'

psychological responses, highlighting the importance of proactive managerial and human resource interventions for attaining long-term organisational efficiency.

### Review of Literature

Previous studies have highlighted that conflict is not fundamentally negative; its consequences depend on how it is managed. (Thomas., et.al. 1974) documented five conflict\_management (CM) styles: avoiding, accommodating, competing, compromising & collaborating. Rahim (2002) emphasized that integrative (collaborative) methods to conflict\_management (CM) expand organizational effectiveness as well as employee satisfaction. (De., et.al., 2003) originate that association conflict adversely affects team\_performance (TP), while task conflict can be advantageous if managed constructively. (Jehn., et.al., 2001) recommended that suitable conflict\_management (CM) improves team learning & innovation. Studies by (Robbins., 2013) & Robbins & (Judge., 2017) exposed that poorly managed conflict leads to nonattendance, low confidence & counterproductive work behaviour.

(Albrecht et al., 2018) examined the impact of organized conflict\_management (CM) training on team dynamics & communication abilities in corporate contexts. (Albrecht et al., 2018) findings indicated that employees who participated in conflict resolution workshops showed enhanced negotiating, teamwork & task completion efficiency. The study's findings indicated that constructive conflict\_management (CM) greatly enhances team cohesion & employee\_behavior (EB). Moreover, the research demonstrated that improved communication patterns diminished misconceptions & workplace stress. These enhancements resulted in increased collaborative problem-solving efficacy across cross-functional teams. (Albrecht et al., 2018) emphasized the clear correlation between conflict\_management (CM) skills & employee engagement levels. They also highlighted that inadequately handled conflicts erode confidence and lower overall workplace efficiency. (Albrecht et al., 2018) determined that organizational investment in training positively impacts team\_efficiency (TE). This study highlights the essential importance of proactive conflict management in influencing positive employee\_behavior (EB).

(De., et.al., 2019) investigated process conflict & its impact on employee well-being, revealing that unresolved process conflicts adversely affect psychological health. (De., et.al., 2019) indicated that mismanaged process conflict leads to heightened stress, diminished morale & decreased collaboration among employees. The research also determined that conflict\_management (CM) techniques mitigate the adverse impacts of conflict on employee\_behavior (EB). A more constructive approach to process disagreements is associated with enhanced personal well-being and less emotional exhaustion. This resulted in enhanced task efficacy & a reduction in behavioral withdrawal symptoms for teams. (De., et.al., 2019) associated effectively handled disputes with enhanced workflow efficiency. Furthermore, (De., et.al., 2019) denoted that workplace tactics aimed at conflict mitigation could enhance both individual & collective performance. The research elucidates the impact of conflict resolution on employee retention & motivation.

(Kay., et.al., 2020) study on mindfulness interventions in the workplace demonstrated that cultivating a conflict-positive environment enhanced team collaboration. The researchers

discovered that instructing employees in mindfulness markedly diminished conflict avoidance behaviors & enhanced constructive engagement in disagreements. Mindfulness activities have been demonstrated to improve emotional control, resulting in more composed & focused communication among team members. This subsequently enhanced collective decision-making & task coordination, so augmenting overall workplace efficiency. (Kay., et.al., 2020) presented preliminary evidence that internal emotional competencies are crucial for effective conflict resolution. Furthermore, the study emphasized that conflict is not necessarily harmful; with appropriate techniques, it can serve as a catalyst for creativity & problem-solving. (Kay., et.al., 2020) contended that conflict\_management (CM) strategies focusing on introspection & empathy significantly impact employee\_behavior (EB) & performance.

(Nuraini., et.al., 2021) investigated conflict\_management (CM) tactics in varied work situations and their impact on cohesion & productivity. Their review emphasized that open communication, mediation, and well-defined policy frameworks substantially mitigate the adverse effects of conflicts. Effective dispute resolution was associated with improved cooperation, mutual respect & less stress among employees. (Nuraini., et.al., 2021) highlighted the dual nature of conflict: when effectively managed, it fosters innovation, yet when neglected, it undermines team effectiveness. (Nuraini., et.al., 2021) emphasized the significance of organizational culture in influencing conflict responses. Their findings indicated that a conducive setting promotes collaborative behavior & enhances team\_efficiency (TE). They determined that executives ought to proactively implement conflict management strategies to enhance employee\_behavior (EB) & workplace results.

(Safi., et.al., 2024) examined the influence of conflict\_management (CM) strategies on employee performance, emphasizing both theoretical & practical ramifications. Their qualitative analysis indicated that firms utilizing systematic conflict resolution methods achieved greater productivity & employee satisfaction. The research indicated that conflict\_management (CM) favorably affected organizational dynamics by elucidating expectations & diminishing interpersonal tensions. Employees regarded conflict\_management (CM) approaches as beneficial, so enhancing trust in leadership and fostering greater commitment. (Safi., et.al., 2024) noted that unresolved arguments frequently resulted in diminished morale & decreased team\_efficiency (TE). The findings highlighted that successful conflict methods not only avert behavioral decline but also foster positive workplace interactions. The results correspond with extensive research highlighting the importance of conflict\_management (CM) for organizational success.

(Çetin., et.al., 2024) investigated the influence of workplace dispute on employees' inventive behaviors. The study, applying survey data from aviation sector personnel, revealed that unaddressed interpersonal conflict markedly diminished employee engagement & obstructed innovative problem-solving. (Çetin., et.al., 2024) findings emphasized that disagreement not only impairs average performance but also diminishes employees' inclination to propose new ideas. Teams facing poor engagement as a result of conflict exhibited impaired communication & trust deficits, hence reducing total team\_performance (TP). The scientists indicated that proactive personality qualities reduced certain effects, although did not completely alleviate the adverse consequences of conflict. (Çetin., et.al., 2024) research indicates that conflict\_management (CM)

methods are essential for cultivating a workplace culture that prioritizes creativity & efficiency. Fortifying dispute resolution processes has become a pivotal method to improve team productivity & employee\_behavioral (EB) results.

(Irwan., 2024) research examined the influence of workplace conflict on employee motivation & productivity, highlighting various conflict forms. It indicated that interpersonal conflicts diminished motivation & heightened stress, whereas task conflicts, when effectively managed, fostered innovative solutions. The study emphasized the significance of certain conflict management tactics to foster advantageous conflict results. The research also associated unresolved disagreements with adverse behavioral effects, including disengagement & absenteeism. Effective management strategies were demonstrated to improve team collaboration & overall productivity. (Irwan., 2024) proposed mediation & communication training as effective strategies for dispute resolution. The findings substantiated the idea that the management of conflict directly affects employee\_behavior (EB) & organizational productivity. (Belgasm et al., 2025) examined interpersonal conflict & employee behavior (EB) within public sector organizations, highlighting workplace ostracism & empathetic monitoring. The research indicated that unresolved conflict & exclusionary behaviors substantially diminished employee morale & heightened turnover intentions. (Belgasm et al., 2025) findings indicated that active empathic listening by supervisors diminished behavioral retreat & enhanced team collaboration. This research highlighted that conflict management (CM) is both a structural process & a relational practice that effects employee perceptions & behaviors. Teams characterized by supportive leadership demonstrated elevated engagement, a unified purpose & boosted performance measures. (Belgasm et al., 2025) advocated for the training of leaders in empathic communication to enhance conflict resolution capabilities. The results demonstrate that conflict\_management (CM) affects team\_efficiency (TE) & individual employee behavior (EB). Indian researches have also specified that participative & collaborative conflict management (CM) practices expand employee confidence & teamwork (Singh., 2015) & (Sharma., 2018). Though, experiential studies connecting conflict\_management (CM) styles concurrently with team efficiency (TE) & employee\_behaviour (EB) remain limited, justifying the current research. Organisations can promote desirable employee behaviour and improve overall work efficiency while simultaneously reducing both inter-employee and intra-individual conflicts by implementing a range of well-designed managerial practices. These practices include systematic job training to enhance skills and role clarity, counselling support to help employees manage personal and professional challenges, and regular monitoring to detect potential issues at an early stage. In addition, continuous guidance and mentoring ensure alignment between employee efforts and organisational objectives, while timely and constructive feedback encourages self-correction and performance improvement. Together, these measures help create a harmonious work environment and support sustained organisational performance (Acharya and Dash, 2024).

### Research Objectives

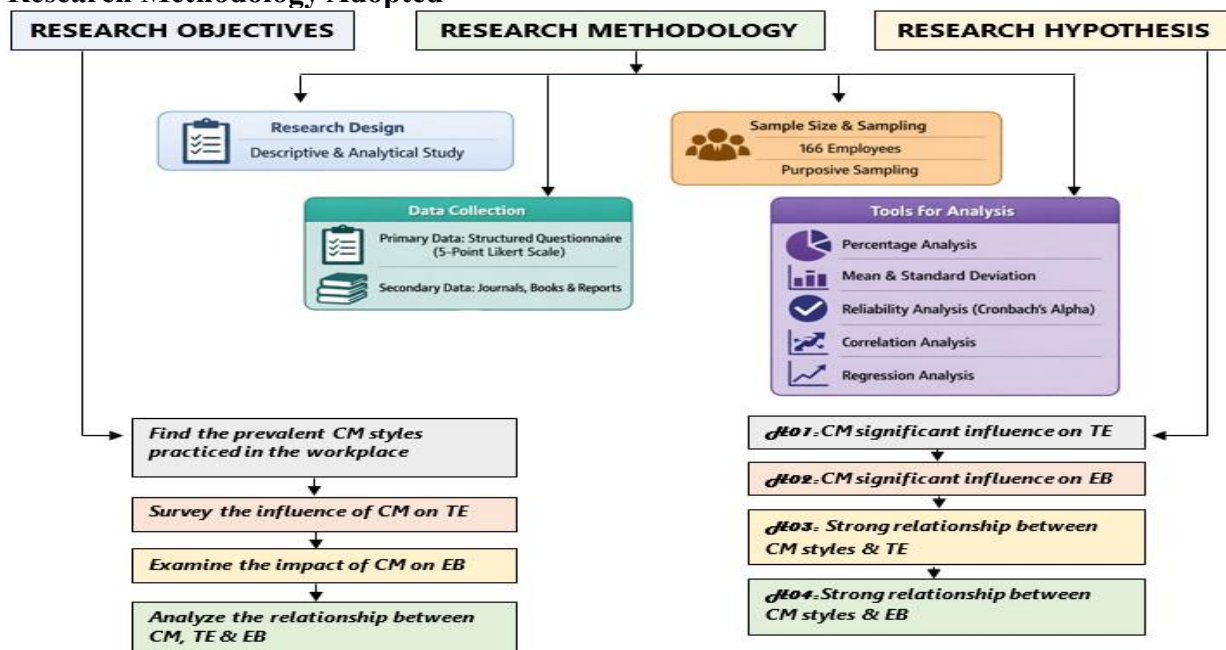
- To find the prevalent conflict\_management (CM) styles practiced in the workplace.
- To survey the influence of conflict\_management (CM) on team\_efficiency (TE).
- To examine the impact of conflict\_management (CM) on employee\_behaviour (EB).

- To analyze the relationship between conflict\_management (CM), team\_efficiency (TE) & employee\_behaviour (EB).

### Research Hypothesis

- H01: Conflict\_management (CM) has a significant influence on team\_efficiency (TE).
- H02: Conflict\_management (CM) has a significant influence employee\_behaviour (EB).
- H03: There is a significant & strong relationship between conflict\_management (CM) styles & team\_efficiency (TE).
- H04: There is a significant & strong relationship between conflict\_management (CM) styles & employee\_behaviour (EB).

### Research Methodology Adopted



**Figure 1: Research Model**

The current research employed a descriptive as well as analytical research design & is based on the primary data collection through a survey-based method. Total 166 employees (as a respondents) gathered from various organizations were actually selected for the survey by using a purposive sampling technique. The sampled organizations were basically chosen based on their team oriented work schedules & their accessibility, to ensure that gathered respondents had enough experience in team based activities in organization. Primary data were gathered by using a structured questionnaire which was designed on a 05 point Likert scale which is ranging from Strongly Disagree (SD) to Strongly Agree (SA). Furthermore, the secondary data were collected from various relevant journals, books, magazines & research reports. The collected sampled data were evaluated by using percentage analysis, mean scores, stand. deviation, reliability analysis test, correlation & regression analysis to test the research hypothesis & achieve the main objectives of the study.

## Data Analysis & Results Interpretation

**Table 1: Respondents Demographical Profile**

Particulars	Categories	No. of Responses (n = 166)	Percentage (%)
Gender_Wise	Male (M)	94	56.60%
	Female (F)	72	43.41%
Age_Wise	<30	48	28.90%
	30 to 40	67	40.40%
	>40	51	30.70%
Work_Experience (WE)	<5 yrs	52	31.31%
	5 to 10 yrs	61	36.70%
	>10 yrs	53	32.01%

The demographic dispersal displays suitable representation across gender\_wise, age\_wise groups & work\_experience (WE), making the sample appropriate for this analysis.

**Table 2: Reliability Analysis (Cronbach's Alpha)**

Variables Opted	Dimensions / Scale	No. of Item (s)	Cronbach's Alpha Value	Reliability Status
Conflict Management (CM)	Evasion, Obligatory, Contesting, Mutual Understanding, Collaboration	20	0.821	Extremely Reliable
Team Efficiency (TE)	Correspondence, Teamwork, Success in Achievement, Time Management	10	0.790	It's Reliable
Employee Behaviour (EB)	Job Commitment, Coordination, Selection & Disposition, Interpersonal Interactions	10	0.811	Extremely Reliable
Overall Instrument Reliability	All Construct (s)	40	0.840	Outstanding Reliability

The reliability analysis in above table indicates that there is strong internal consistency among all constructs, because Cronbach's Alpha values has already been exceeded the acceptable threshold limit of 0.700. The overall instrument & reliability measure ( $\alpha = 0.840$ ) which further confirms that the items in questionnaire consistently measure conflict\_management (CM),

team\_efficiency (TE) & employee\_behaviour (EB), making the scale suitable for further statistical analysis.

**Table 3: K.M.O & Bartlett's Test (Sampling Adequacy Measure)**

Test	Value
Kaiser Meyer-Olkin (K.M.O) Sampling Adequacy Measure	0.811
Bartlett's Test of Sphericity – (Approx. Chi-Square)	2456.380
DF	79
Significance Level (P_value)	0.0000

The K.M.O value of 0.811 specifies a meritorious sampling adequacy level, signifying that the 166 sample size is adequate for multivariate analysis. Bartlett's Test of Sphericity is significant ( $P < 0.0010$ ), confirming & indicating that the correlation matrix is just not merely an identity matrix. Henceforth, the collected data are appropriate for factor created & for further inferential analysis.

**Table 4: Descriptive Statistical Analysis**

Variables Opted	Mean Values	Stand. Deviation
Conflict_Management (CM)	3.780	0.560
Team_Efficiency (TE)	3.850	0.611
Employee_Behaviour (EB)	3.811	0.580

The mean scores & standard deviation values indicate that respondents commonly perceive conflict\_management (CM) practices, team\_efficiency (TE) & employee\_behaviour (EB) at a ascetically high level.

**Table 4: Correlation Analysis**

Variables	Conflict_Management (CM)	Team_Efficiency (TE)	Employee_Behaviour (EB)
Conflict_Management (CM)	1	0.621**	0.580**
Team_Efficiency (TE)	0.621**	1	0.650**
Employee_Behaviour (EB)	0.580**	0.650**	1
**Significant at 1% level			

Conflict\_management (CM) is positively & significantly correlated with team\_efficiency (TE) & employee\_behaviour (EB), supporting H03 & H04.

**Table 5: Regression Analysis Test – Conflict\_Management (CM) & Team\_Efficiency (TE)**

Model	R	R <sup>2</sup>	F	Sig. Level
1	0.621	0.380	101.241	0.0000

Conflict\_management (CM) explains 38.0% of the variance in team\_efficiency (TE) & has a significant influence, hence H01 is accepted.

**Table 6: Regression Analysis– Conflict\_Management (CM) & Employee\_Behaviour (EB)**

Model	R	R <sup>2</sup>	F	Sig. Level
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1	0.580	0.340	84.160	0.0000
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Conflict\_management (CM) explains 34.0% of the variance in employee\_behaviour (EB), representing a significant impact. Thus, H02 is accepted.

**Table 7: One-Way ANOVA Test – Work Experience (WE) & Team Efficiency (TE)**

Source of Variation	Sum of Squares	Degree of Freedom (DF)	Mean Squares	F	Sig. Level
Between the Groups	12.480	2	6.241	5.870	0.0030
Within the Groups	173.260	162	1.061		
Total	185.74	165			

The ANOVA test results represents a significant variation in team\_efficiency (TE) across varied work\_experience (WE) groups ( $p < 0.01$ ). Employees with higher experience levels demonstrate better team\_efficiency (TE), suggesting that experience enhances conflict-handling capability.

**Table 8: Independent Sample T-Test – Gender\_Wise & Employee\_Behaviour (EB)**

Gender_Wise	Mean Value	Std. Deviation	T_value	Sig. Level
Male (M)	3.841	0.570	1.421	0.1570
Female (F)	3.770	0.590		

The t-test shows that there is no significant difference in employee\_behaviour (EB) between male (M) & female (F) respondents ( $p > 0.05$ ), which indicates that conflict\_management (CM) observations & behavioural results are not gender-biased.

**Table 9: Chi-Square Test – Conflict\_Management (CM) Style & Team\_Efficiency(TE) Level**

Chi-Square Value	df	Sig.
18.620	8	0.0170

The Chi-square test demonstrate that there is a significant association between conflict\_management (CM) styles as well as levels of team\_efficiency (TE) ( $p < 0.05$ ). This test also implies that the type of conflict\_management (CM) style implemented plays a vital role in defining team\_efficiency (TE).

### Findings & Suggestions of the Study

- Collaborative and compromising conflict\_management (CM) styles are more predominant among employees.
- Actual conflict\_management (CM) significantly expands team\_efficiency (TE).
- Encouraging employee\_behaviour (EB) is sturdily associated with productive conflict supervision.
- Poorly bring about conflict always shows negative affects among teamwork & interpersonal relations.
- Administrations should train managers, executives & all employees in collaborative conflict\_management (CM) practices.
- Open communication as well as participative decision-based techniques should be encouraged.

- HR policies & strategies should emphasis on initial identification & resolve workplace\_conflicts (WC).
- Conflict\_management (CM) should be joined into leadership & guidance development programs.

## Conclusion

In today's world organizations operate in self-motivated & competitive environments where teamwork collaboration & employee cooperation are serious for achievement. Workplace\_conflict (WC) is a natural consequence of organizational communications due to transformations in behaviors, work profiles, communication styles ,& prospects. Though mis-managed conflict can lead to pressure, reduced efficiency & negative employee\_behaviour (EB), similarly effective conflict\_management (CM) can improve ingenuity, problem-solving & team\_performance (TP). The study concludes that conflict\_management (CM) performs a vital role in improving team\_efficiency (TE) & shaping positive employee\_behaviour (EB). Instead of eradicating conflict, organizations should focus on managing it constructively. Effective conflict\_management (CM) practices lead to improved teamwork, better employee relations & complete organizational efficiency. The findings of the current research provide valuable understandings for managers, executives & HR professionals to plan strategies & policies that convert organizational workplace conflict into an opportunity for development & performance improvement.

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