



A SYSTEMATIC REVIEW APPROACH TO ORGANISATIONAL CONFLICT RESOLUTION FOR OPTIMAL PRODUCTIVITY AND SEAMLESS FUNCTIONING

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Abstract. Organizational conflict is examined in this research along with its sources, repercussions, and solutions. What factors contribute to disputes within organizations? According to the research, conflict, like other terminologies, causes a great deal of ambivalence and uncertainty, leaving many academics and administrators unsure about two things: (1) what it means and its significance; and (2) how to cope with it. This research studied the corpus of literature on conflict resolution by managers in organizations in great detail in order to gain a deeper understanding of the existing state of knowledge. Following an extensive literature search using the Scopus repository, 34 publications ended up appearing in rigorously reviewed journals worldwide. This study examines the trend of publications in the topic of conflict management, highlighting notable articles and the most prolific and significant writers. Following this, in order to find theme clusters, a bibliometric analysis was done using VOS Viewer. Using co-citation analysis and bibliographic coupling to construct the network map uncovers intriguing patterns and themes in organizational conflict resolution. A more comprehensive understanding of the topic is provided in our study, and potential directions for future research were suggested in regard to the findings.

Keywords: Efficiency, Conflict resolution, Dispute management

1 INTRODUCTION

Most people agree that conflict is counterproductive. "A phenomenon that throws workers' mental states out of balance and diverts them from constructive thought." [8]. We have contended, however, that there is conflict in all organizations and that some conflict can be constructive and advantageous. As long as there is no dysfunction in the disagreement, it can aid in learning and development. The process

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of implying that another party's interests are at odds with your own is called conflict. Generally speaking, people only notice the visible parts of conflict—anger, resistance, etc. However [33], this is really a minor portion of the conflict process. In people's lives, conflict is an inevitable component. Different people may hold different opinions, but life is a constant gift. A conflict may be seen by some as something bad that needs to be avoided at all costs. It might be perceived by some as a phenomenon that requires handling. However, other people view conflict as a thrilling chance for personal development and make every effort to take advantage of it.

Managers need to select a resolution strategy that works for the circumstances and the parties involved. According to a review of past management experiences, managers frequently choose poorly when it comes to strategy. When resolving disputes, managers frequently choose harsh or ineffective methods. The truth is that these approaches not only rarely solve the issue, but sometimes they make it worse. Though this is the case, they are found in a startling number of government and corporate institutions. Effective conflict management can prevent hostile, stressful, demotivating, and generally unsettling work situations as well as aid in the discovery of innovative solutions to internal relationship problems. Therefore, the primary goal of our study is to eliminate the negative effects of conflict as much as possible and to improve group learning and outcomes, such as performance or effectiveness at work, in order to raise organizational efficiency.

1.1 Foundations of Conflict

There are many causes or reasons for conflict in any work setting. Some of the primary causes are:

- **Inadequate exchange of information:** Misunderstandings between staff and academics or between staff and supervisors might result from different communication styles. Underground conflict is caused by a lack of communication.
- **Differing Values:** Every workplace is made up of people with various worldviews. When these differences are not accepted and understood, disagreement occurs.
- **Differing Interests:** Conflict arises when managers and employees pursue their own agendas at the expense of the organization's objectives and overall well-being.
- **Insufficient Resources:** All too often, employees and managers feel they have to struggle for the little resources in order to do their duties well. In a situation when resources are few, disagreements arise despite people's awareness of how valuable they may be.
- **Disputes in Personality:** Different personalities can be found in all work contexts. There will be disagreement among co-workers unless they comprehend and respect one another's methods for working and addressing problems.
- **Ineffective Performance:** Conflict is bound to arise in a work unit when one or more employees are underperforming and not working to their full potential. Uncertainty about rules or expectations, personality clashes, changing interests, poor communication, unclear jurisdiction, and organizational changes are all com-

mon causes of conflicts. According to [43], behaviour that lead to conflict include verbal or physical violence, limited communication or withholding crucial information, and bullying. Personality conflicts, stress, a hard workload, inadequate management and senior leadership, a lack of transparency and honesty, and unclear roles are the most common reasons for conflict, according to employees.

Conflict can be managed even when it cannot be avoided. Conflict will always arise on both an individual and organisational level, therefore learning how to handle challenging conversations and interactions is crucial. According to experts, it is possible to acquire the required abilities; specifically, conflict competence can be defined and taught. As per [44], conflict competency can be defined as the capacity to cultivate and apply cognitive, emotional, and behavioural abilities that augment positive consequences of disputes while diminishing the probability of intensification or damage.

Becoming adept at having challenging talks is the intent. Important talks and significant confrontations are terms used by one model. An exchange of ideas between two or more people where there are high stakes, differing perspectives, and intense emotions is referred to as a "crucial conversation (Patterson K, Grenny J, McMillan R, Switzler A., 2002). Face-to-face discussions where someone is held accountable are called confrontations (Patterson K, Grenny J, McMillan R, Switzler A. 2005). Upon completion of this research article, the following ensuing objectives will be addressed. The core objectives of this research article are

- To recognise the significance of handling and resolving conflicts.
- To identify skill sets that are relevant to managing conflicts.
- To examine the vital components of a productive combative discussion.

Fig.1: Depiction of the causes of organizational conflict

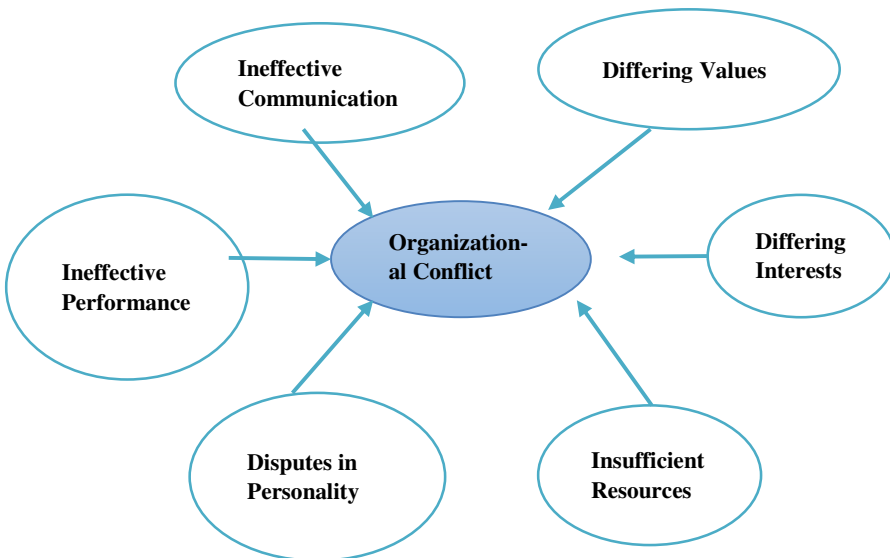


Figure 1. Source: Prepared by researcher (2024)

2 Overview of the literature

According to [18], conflict arises when two or more individuals, families, groups, communities, or districts disagree with each other. Disagreements affecting multiple individuals are known as interpersonal conflicts. Conflicts between or within groups inside an organisation are commonly referred to as organisational conflicts. The parties concerned could be management, labour unions, or employees. People in the workplace frequently encounter organisational disputes as they share distinct views about an extensive variety of subjects, pursuits, philosophies, objectives, and aspirations[18]. An organization's activities may be hampered by a number of undesirable consequences caused by conflict. Conflict can, however, be productive when handled effectively, strengthening and fortifying interpersonal connections, fostering greater innovation, and resulting in novel solutions[41].

A relationship-based method of resolving disputes is conflict resolution. In the words of [3] and [41], it is a procedure wherein interpersonal contact can be utilised to help the parties engaged in a disagreement arrive to a credible and compatible settlement. According to [34] and [40], the extent to which the parties involved are win-lose oriented establishes which of the five conflict resolution strategies—confronting/collaborating, withdrawing/avoiding, forcing/competing, smoothing, and compromising—are used by parties who are at odds during conflict resolution. In defining each of the five conflict resolution techniques, [33] established the components of assertiveness, cooperativeness, win-win and win-loss direction along the line of progression. People who use smoothing, compromise, confronting/collaborating, and other such tactics are said to have low assertiveness and high collaborative characteristics. Additionally, it is claimed that they acquire attitudes that are less win-loss oriented and more win-win centred. It is believed that those who use forcing/competing and withdrawing/avoiding tactics have low cooperative behaviours and high assertiveness. Furthermore, it has been suggested that they adopt greater win-loss inclination mind sets than win-win orientation traits.

In order to come to a mutually agreeable resolution, one party uses the confronting/collaborating approach, which entails exchanging information and elucidating on point of conflict concerns with the side that is opposed. In addition to being highly forceful and cooperative, collaborative techniques foster a win-win orientation and are capable of influencing the conduct and attitudes of both parties involved in conflict [33]. An approach to dispute resolution known as moderation is a give-and-take strategy. For the sake of the other party, each gives up something. On being cooperative, it performs highly and adversely on being forceful. Effective workplace behaviours and attitudes could arise from this strategy. The competing or forcing strategy is one in which one party uses an alternate approach to persuade the other to take a stand. The coercive strategy has a very high assertiveness rating, but an inadequate collaboration rating. This tactic demonstrates a win-lose perspective and may contribute to the losing party responding negatively at work.

One smoothing tactic is to steer short of confrontation. The smoothing approach lessens disagreements and emphasises aspects that both parties find acceptable scoring moderately on assertiveness and favourably on cooperativeness. This tactic might also lead to favourable attitudes and behaviours at work. The withdrawal strategy refers to a party's inclination to abstain from and disregard the disagreement instead of attempting a direct resolution. A counterproductive work environment is likely to result from this method [4]; [12]; [39];[40].

3. Research Methodology

Since SLR involves an organised, repeatable, transparent, and iterative approach, it was used for this specific study. It additionally offers an impartial foundation for the removal of research that the author is not interested in. [52] previously highlighted that the subjectivity of the authors is a problem with traditional reviews. Researchers can conduct timely, systematic study more easily when electronic databases are more readily available. Integrating SLR and bibliometric analysis is the current research methodology. The required keyword was first entered into the Scopus database to initiate the SLR. Next, we employed the inclusion and exclusion criteria to systematically extract the sample set of research publications.

Because within-study literature analysis examines at a research paper's comprehensive content, it helped to further facilitate the current SLR. The Scopus database provided access to the best sources of research papers for this investigation. "Scopus" is an extensive abstract and reference repository of peer-reviewed literature, providing access to papers published by eminent publishers. A suitable method for locating articles pertinent to research objectives is to conduct a keyword search [5]; [31].

To uncover the most pertinent research in our area of interest, we integrated searches using the Title, Abstract, and Keyword databases in the Scopus database. In order to comprehend the intellectual framework of the research subject, we conducted bibliometric analysis of the conflict management literature in the second stage. A range of software was employed in earlier research investigations to do bibliometric analysis. Since the prior bibliometric software was unable to display larger bibliometric maps in an easily comprehensible manner, we have opted to use VOS Viewer for our current study. Further features provided by the software include scrolling, zooming, and searching, all of which greatly aid in the thorough examination of a map. The structure of this research is shown in Figure 2.

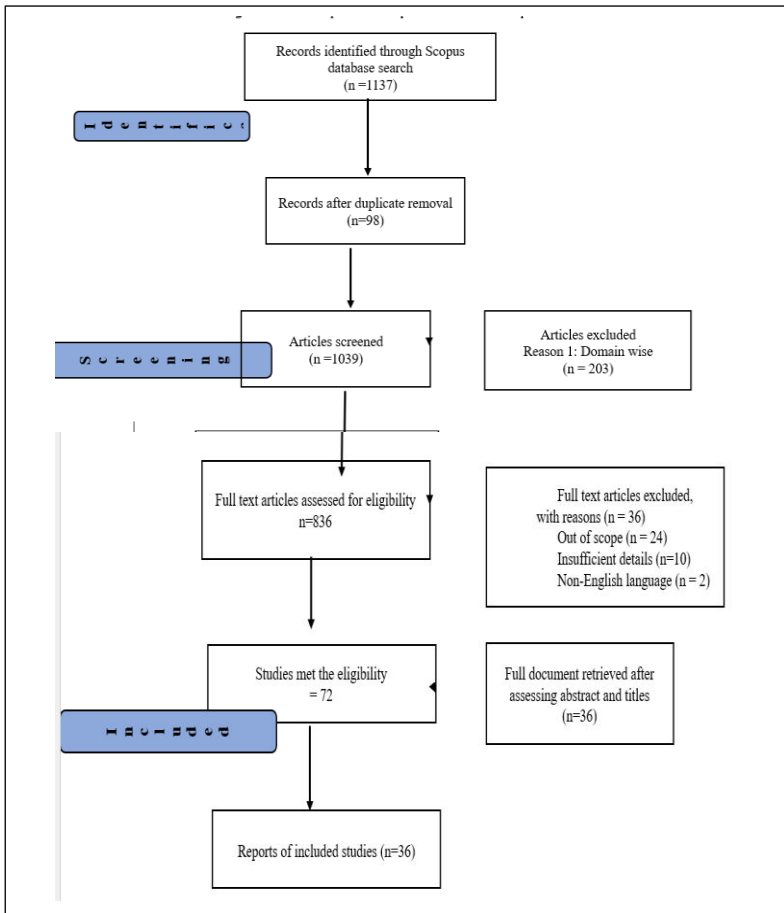
3.1 Scope of the study:

This study extensively investigated research findings that have been reported in publications with peer review using the databases from Scopus.

3.1.1 Selection Criteria:

- We limited the number of empirical studies we included for review to those that were available in English and published in peer-reviewed journals. Books, book chapters, and conference papers published in conjunction with the article were not included. The articles that fell outside the purview of the current research and were not available in full text were also eliminated.
- Table 1 presents a concise overview of the selection parameters that the researchers employed to identify studies that were pertinent. The retrieved data was stored carefully by the researcher. In both.csv and bibtex formats, the retrieved data was loaded into Mendley library for further analysis. Additionally, copies of particular publications were saved to the Scopus retained collection directory to aid in bibliometric analysis in the future.

Fig.2 - The selection procedure for publications used in the present research



Main information pertaining to the compilation:A total of 36 articles, covering a wide range of disciplines—including publications in respected peer-reviewed journals in the fields of administration and business, information technology, the field of engineering, electricity, ecological sciences, psychological sciences, art, and the social sciences.

Table 1. Criteria for Inclusion and Exclusion	
Inclusion Criteria	
Publication in a peer-certified publication	
Language: English	
Studies with factual data	
“Exclusion Criteria”	
Chapters in Books	
Reviews	
Proceeding of the conference	
Conference Summaries	
Publications not related to conflict resolution	
Articles that are not fully accessible	

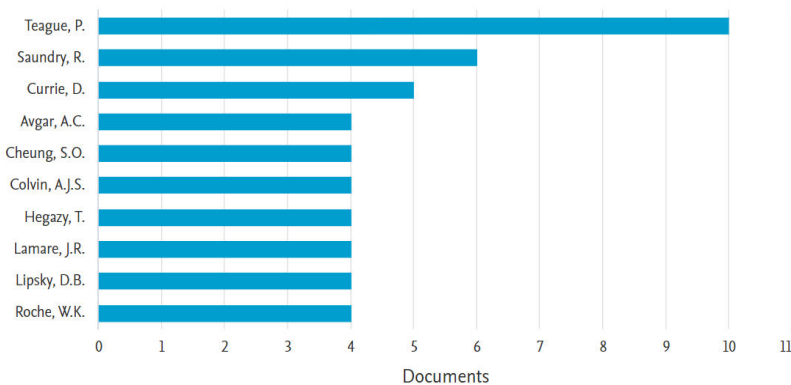
Source: Prepared by Researchers (2024)

Author-wise publication distribution:The authors who are prolific produce copious quantities of work and further the development of a topic of study. A summary of the prolific writer's research reveals that most of them have been associated with a university located in the United Kingdom, with institutions/universities in the United States, Canada, Hong Kong, and Australia coming in second and third, correspondingly. By publishing and disseminating their research findings in prestigious worldwide journals, the prolific researchers have made contributions to the field of study.

Fig.3 Distribution of Articles pertaining to authors

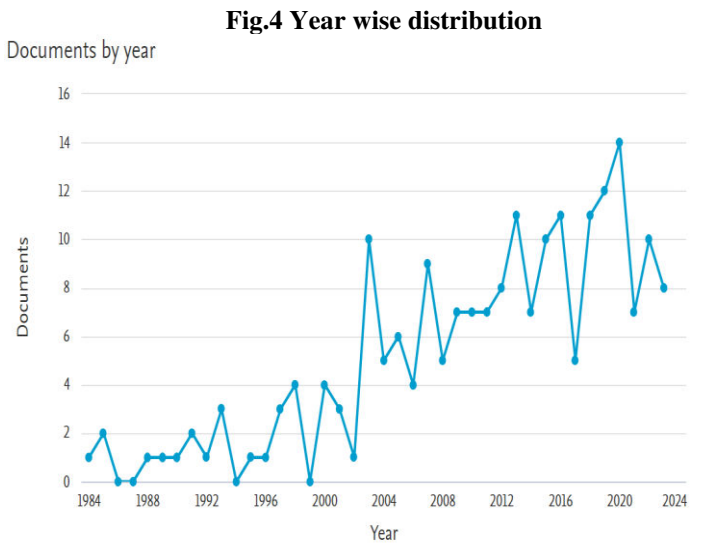
Documents by author

Compare the document counts for up to 15 authors.



Source: Prepared by Researchers (2024)

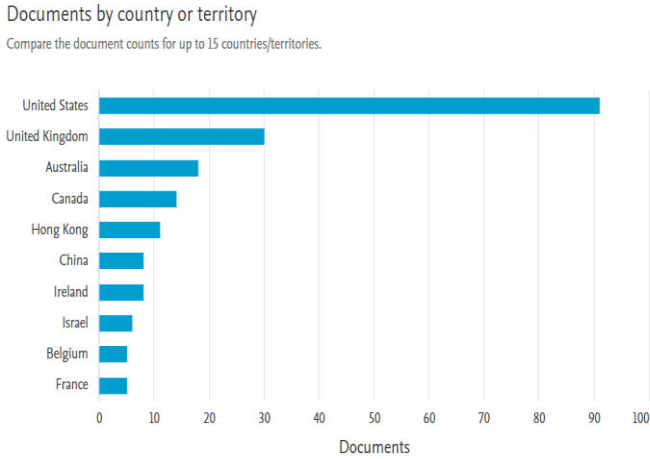
Article Publication per year: The number of conflict resolution papers published each year is displayed in Figure 4. Even till 2003, there was not enough of research being done on conflict resolution within organizations. The volume of research articles has greatly improved since 2004, when it appeared that practicing scholars were becoming curious about the topic of conflict resolution research publications. Since 2004, there has been a noticeable increase in the number of annual publications. About 14% is the annual growth rate in scientific productivity, which suggests a consistent growth rate.



Source: Prepared by Researchers (2024)

The analysis of publishing trends revealed that a majority of study is focused on developing countries like the USA and the UK, as these two have seen substantial changes to their conflict resolution regulations. By modifying the constructs from earlier studies, researchers have made a greater contribution to empirical papers, leading to an abundance of empirical investigations.

Fig.5 Publication trends based on countries



Source: Prepared by Researchers (2024)

The renowned and prominent prolific writer

Prominent writers are those who produce large amounts of material and further the development of an area of research. “Rey-Martí et al. (2016)” contended stating that having information of prolific writers in a given topic is crucial, as these authors may be contacted for research and policy development in that particular area. To the field of this research, numerous authors have contributed significantly. The most prolific author in the field of resolution of conflicts studies is seen in Table 3. It's fascinating to notice that Teague, P. and Saundry, R., from the United Kingdom, appear to have as the most renowned and eminent writers among the 203 individuals who accomplished the task on conflict resolution. Two papers published by individual authors served as benchmark criterion for inclusion in our study.

Table 2. Most prolific researchers in this particular area of study

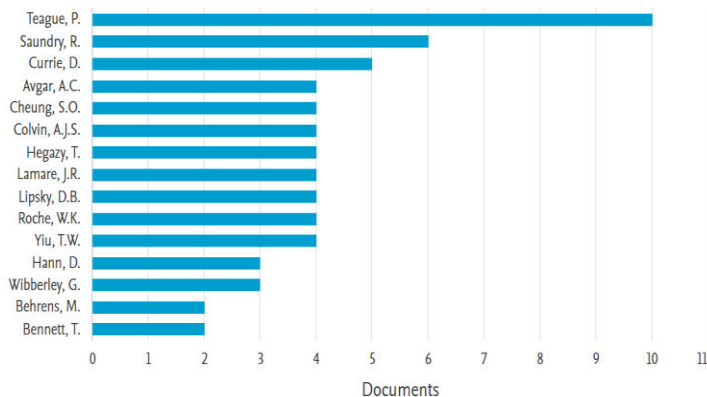
Author name	Article	Country	h index
Paul Teague, P.	10	United Kingdom	20
Saundry, Richard	6	United Kingdom	11

Currie, Denise	5	United Kingdom	10
Avgar, Ariel Chanan	4	United States	13
Cheung, Sai On	4	Hong Kong	40
Colvin, Alexander J.S.	4	United States	15
Hegazy, Tarek M.	4	Canada	35
Ryan Lamare, J.	4	United States	8
Lipsky, David B.	4	United States	8
Roche, William	4	Ireland	17
Yiu, Tak Wing	4	Australia	27
Hann, Deborah	3	United Kingdom	5
Wibberley, Gemma	3	United Kingdom	6

Source: Prepared by Researcher (2024)

The prolific author's impact and contribution to this field of study were examined, and key information was uncovered. It was also thought to be vital to locate the greatly referenced research publications that have led to novel findings on the topic of study. Regardless of the publishing year, the impact of the article is determined by the total number of citations it receives each year. In order to identify the most significant publications produced in this area of study, we fixed the limit at fifty citations. Figure 6 presents the collection of strongly recommended conflict resolution publications from reputable peer-reviewed publications.

Fig. 6 Author wise distribution of works



Source: Prepared by Researcher (2024)

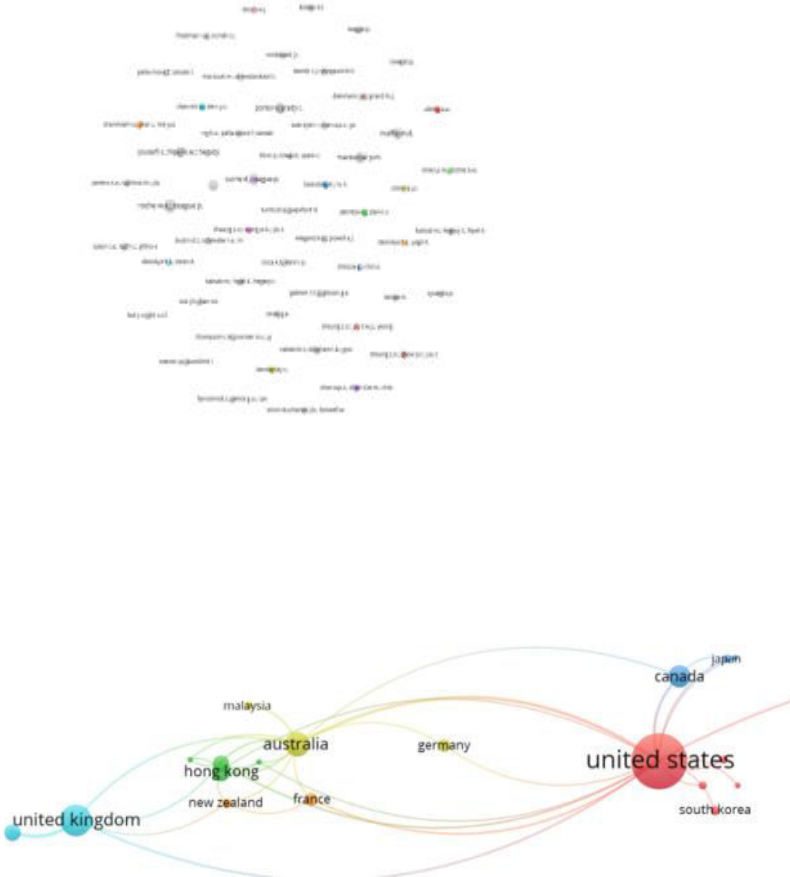
5. Examination of bibliometric information: In order to examine the network relationship between the various units of analysis, we utilised VOS Viewer to visually represent the bibliographic data. This study conducted a number of investigations, such as a co-author, co-occurring coupling of bibliographies, and co-citation analysis of literature. For this study, VOS Viewer was selected because of its versatility in

supporting vari- and its capacity maps based on graphic, and text Viewer uses provides the bibliographic data for the articles as it is utilised for

Fig. 8 Co-Authorship Network of Author Affiliated Countries
Source: Compiled by researcher (2024)

ous file formats to generate network, biblio- data. VOS a.CSV file that visualization pur- poses.

Fig. 7 Co-Authorship Network of Authors
Source: Compiled by researcher (2024)



Coauthorship network information: country and author analysis : The degree of interaction among authors, institutions, and countries is represented in the co-authorship network. Collaborative writing results in synergistic implications. Innovative scientific output and research articles of a higher calibre are also produced by collaborative research. Experts collaborate primarily to produce scientific articles, and since each researcher adds something unique, both the quantity and the standard of scientific output improves. We employed VOSviewer to conduct the analysis. The network of authors who have collaborated on at least one research paper is depicted in Figure 7. Researchers need to have cited at least 20 times and co-authored at least one document in order to meet the threshold limit. There were no author clusters identified in the analysis, which produced a total of 25 authors. The co-authorship network of nations with at least one publication and author affiliation is shown in Figure 8. The threshold constraints were applied to a country's minimum of ten citations, resulting in a total of twenty-five countries. Among all the countries, the USA was found to have the highest overall link strength. On the other hand, nations like the United Kingdom, Australia, Hong Kong, Germany, New Zealand, and France are part of a robust collaboration network.

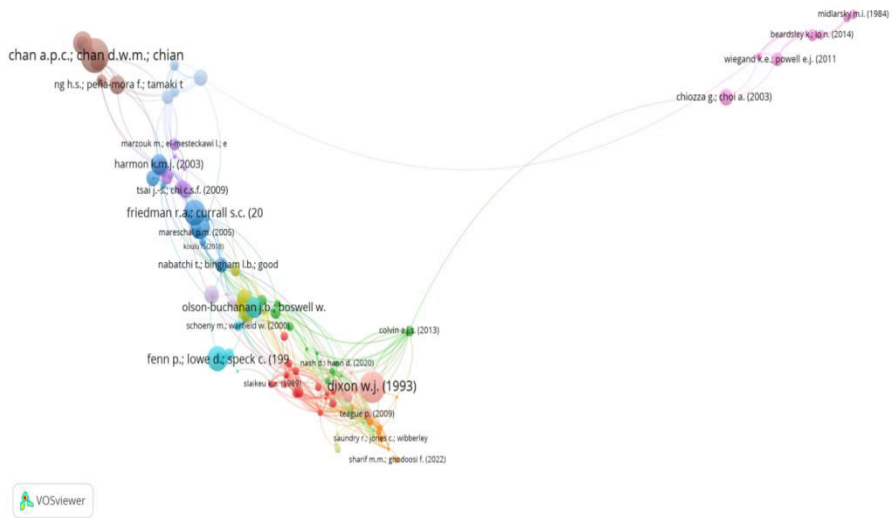
Keyword co-occurrence network

Author keyword analysis was done to capture the theme flow of knowledge that pervaded among researchers. As a result, in order to comprehend the current research trend in the subject of conflict resolution, we have conducted author keyword analysis. Version 1.6.18 of VOSviewer was employed to create a keyword co-occurrence network. In the beginning, 507 keywords in all were taken from the list of papers. Keywords were restricted to two occurrences or more in order to create the co-occurrence network of the most commonly used author keywords. This yielded a total of 71 keywords. Of the 507 keywords, 71 were deemed to meet the qualifying requirements.

Figure 9 displays an interconnected network of frequently used author phrases.

Fig. 9 Keyword co-occurrence network

Source: Compiled by researcher (2024)

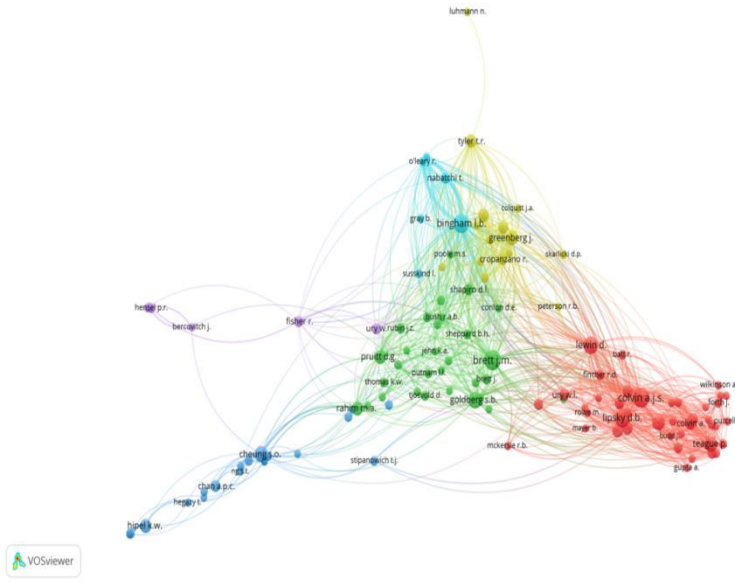


Author level concurrent citation analysis

Additionally, author-level concurrent citation analysis were carried out. An author needs to be cited ten times in order to be eligible for inclusion. Using VOSviewer and the full counting method, co-citation pattern analysis was also carried out. Out of the 3056 authors, 59 authors had at least 10 minimum citations, meeting the qualifying criteria. Four groups, each represented by a different hue, emerged from the citation pattern study of the authors who are cited. The co-citation pattern of 59 authors that our sample of research quoted at least ten times is displayed in Figure 9. One of the biggest clusters, Cluster 1 (shown in red), features the writings of writers who have received a lot of citations. The second most significant cluster is Cluster 2 (shown in green). Subsequently, clusters 3 (shown in blue) and 4 (shown in yellow) are impacting each other.

Fig. 11 Co-citation of the cited authors

Source: Compiled by researcher (2024)



6. Organizational Conflict Resolution

Conflict resolution can be used to settle disagreements amicably between two or more parties. Considering the needs of all parties involved in a conflict is both feasible and essential from a conflict resolution perspective. Put differently, a solution cannot be long-lasting unless it satisfies the needs of each and every party involved in the conflict. It is not fair nor likely for a solution to last very long if it honours the needs of one side at the expense of the desires of the other. Meeting the needs of all the parties involved will assist to resolve a problem. To resolve conflicts, one must possess excellent managerial abilities. We should constantly strive to resolve conflicts by coming up with a mutually beneficial solution. But in reality, it's not always possible to arrive at a resolution. When this occurs, the disagreement needs to be resolved in order to continue having a good rapport and open channels of contact.

The five stages of conflict resolution are outlined below and explained:

Stage 1: Ascertain the reason behind the dispute. Our ability to make contributions to the settlement of the conflict will be facilitated by our increased understanding of its underlying causes. To find the cause, ask a series of questions like "How did this incident begin?" to acquire the necessary information. As supervisors or managers, we need to offer both parties a chance to present their positions. It will enhance the clarity of the problem.

Stage 2: Examine the situation in its entirety. Anger usually escalates due to the point of view on the matter, leading to a screaming fight or other

obvious and disruptive outcome in the end. Although a little issue that occurred months ago may have sparked the conflict, the two sides are currently attacking each other personally rather than resolving their initial problem. You can persuade them to shift their focus from the incident that sparked them to the true cause in the serene environment of your office. Yet again, it can be beneficial to ask open-ended questions. For example, "What do you think took place here?" or "When do you think the conflict between you first commenced?"

Stage 3: Seek out answers Assessing potential changes to the situation comes next, after all parties have provided their perspectives. Send out another request for recommendations to the parties: "How can we strengthen our association?" A mediator needs to be a keen observer of body language as well as a skilled listener who can pick up on every spoken nuance. In order to get the parties involved to stop disputing and start working together, you need to steer the conversation away from assigning blame and towards methods for resolved conflicts.

Stage 4: To decide what is the best course of action, find solutions that both of the disputants you are paying attention to support. Point out the advantages of different ideas, not just from each other's perspective but also from the perspective of the organisation. For example, you may suggest that more collaboration and teamwork are necessary for tackling departmental and team challenges.

Stage 5: In agreement Step 4 outlines the possibilities that the parties must accept, and the mediator must persuade them to shake hands. To negotiate a settlement is the goal. A contract with particular tasks and deadlines is drafted by certain mediators. To avoid future conflicts, it can be sufficient to convene a meeting with the concerned parties and ask them to respond to the preceding questions: "What measures will you both execute to prevent future conflicts?" and "In what ways are you going to respond if additional challenges arise? In the event that such conflicts emerge, they must be resolved internally without becoming serious issues. These are some of the different methods of conflict resolution that may be used to resolve disagreements both inside and outside of an organization.

7. Discussion and recommendations

Ineffective communication inside the organization is the primary reason for conflict. It says that conflict demotivates workers, which lowers the calibre of their output. A significant portion of the data reveals that there is more disagreement between senior executives in the business as a whole.

The ability of an organization to recognise conflict at different tiers and strive to resolve them between members is a beneficial measure. A greater number of workers concur that a dialogue approach will settle conflicts within the organization. It is commendable that they resolve the disagreement through dialogue and avoid taking the situation too far. According to the research, employees dealt with conflicts within the organization on their own,

and this has led to an excellent outcome where they refrain from bringing up the problems in the eyes of those around them. Employee well-being is fostered by the organization's training programmes on how to resolve conflicts in the workplace. Employees believe an established procedure should be implemented to resolve conflicts and that HR ought to deal with conflicts that arise at work.

The following are some recommended solutions for organizations based on the findings and analysis of the present investigation:

Establishing sufficient space for making decisions is crucial for organizations.

Employee wellbeing needs to be taken into consideration to ensure optimal productivity and smooth operation;

Organizations should develop an appropriate means of disseminating information to every individual in order to prevent rumors from spreading;

- Supervisors ought to hone their skills in assigning authority to employees in lower ranks;
- Organisations should promote a participative approach to leadership rather than an autocratic one;
- Effective conflict resolution requires sufficient interaction and communication.
- It is not the place of organisation workers to compete for supremacy, but rather to work in harmony and peace towards a shared objective for the betterment of the organisations; and
- Workshops on methods for resolving conflicts ought to be conducted for organisation employees.

A significant number of employees are clearly enduring conflict in a way that doesn't adversely affect their work surroundings, in accordance to this research analysis. The conflict had a favourable outcome for nearly all of the employees. Professionals who have encountered conflict have shown stronger empathy, which is encouraging. There were also a couple of disagreements which prompted employees to depart the business, which worsens the working atmosphere. A majority of employees agree that disagreement may result in change, however how that shift manifests itself will differ from individual to individual and can have a beneficial or detrimental effect. Conflict, despite this, offers an opportunity for employees to change their behaviour.

8. Conclusion

A conflict arises when there is discord among the team members. Identifying the source of the disagreement and finding a solution will increase organizational productivity. There are numerous categories of conflict, including interpersonal, group, and organizational conflicts as well as intrapersonal conflicts. The management can resolve conflict as well as enhance working conditions by identifying these issues at various levels.

Organizations are adept at recognizing disagreements at various junctures. They additionally provide dispute resolution workshops. Much of the workforce saw benefits from disagreement, such as increased motivation and an improved capacity to empathize with others. Though only a handful of them have encountered detrimental aspects, such as employees exiting their jobs and situations of personal attacks. When disagreements occur, it is up to each individual to decide how to manage the scenario, and some will attempt to come up with constructive ways to enhance their performance.

The conversation so far has rendered it quite evident that leadership techniques, a lack of shared resources, and struggle for dominance are some of the primary reasons why disagreements happen within organizations. As a result, employees are less pleased with their jobs and productivity or the assistance provided is lowered. Conflicts must thus be recognized earlier and thereafter, and the individuals engaged must be carefully evaluated. Negotiation between the parties involved is the best approach to settle a conflict; resorting to force is seldom an intelligent choice. When a manager addresses conflict effectively, they often receive accolades from the organisation in addition to those from themselves. Managers who attempt to minimise conflict are unlikely to stay for a long time.

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