

Conflict Management Model Based on Behaviorism and Effective Communication in Social Security Treatment Management in Markazi Province

Gholamreza. Mirzaei¹, Morteza. Ghasemi^{2*}, Maryam. Majidi³, Mohammad. Mehtari Arani⁴

¹ PhD Student, Department of Management, Saveh Branch, Islamic Azad University, Saveh, Iran

² Associate professor, Department of Health Services Administration, south Tehran Branch, Islamic Azad University, Tehran, Iran

³ Assistant Professor, Department of Management, Saveh Branch, Islamic Azad University, Saveh, Iran

⁴ Assistant Professor, Faculty of Management, Payam Noor University, Tehran, Iran

* Corresponding author email address: gmemar@gmail.com

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ABSTRACT

Objective: Human resource management is one of the most complex and challenging topics in contemporary organizations. One of the challenging aspects of this field is conflict management among organizational employees. The main goal of this study is to present a conflict management model based on behaviorism and effective communication in the Social Security Treatment Management of Markazi Province.

Methodology: The statistical population of this qualitative research consists of experts and managers from the Social Security Treatment Management of Markazi Province. Snowball sampling is used in this study. The sample size is set at 16 individuals. To collect qualitative data, interviews were conducted with experts. The data were analyzed using directed content analysis.

Findings: Ultimately, 58 subcategories were identified within 17 main categories, which were introduced as dimensions of conflict management in two sections: behaviorism and effective communication.

Conclusion: Therefore, based on these dimensions, successful implementation of conflict management models can be achieved in organizations.

Keywords: *Conflict management, behaviorism, effective communication.*

1 Introduction

Conflict management is a critical aspect of any organization or interpersonal relationship. Effective conflict management can lead to improved productivity, better relationships, and overall success. Conflict

management in organizations is one of the significant challenges in the workplace. If not addressed properly, it can result in lack of coordination, decreased constructive interactions, and lower organizational performance (Andreoni & Chang, 2019). Conflicts in organizations arise

for various reasons, including differences in attitudes and values, unequal distribution of resources, power misuse, and interpersonal disagreements (Macassi, 2019).

One of the challenges in conflict management within organizations is the failure to accurately identify conflicts. Some conflicts manifest clearly and are visible within organizations, while many others seem latent and undetectable. This issue can lead to delays in taking appropriate actions and prevent conflicts from being placed on the agenda for resolution (Aqqad et al., 2019). Another challenge in conflict management is the lack of a clear framework or methods for resolving conflicts. Many organizations face managerial crises due to the absence of established methods and management techniques for conflict resolution. Consequently, they resort to ineffective and arbitrary solutions. As a result, conflicts may persist and naturally grow (Schiff, 2020).

Another obstacle in conflict management is the lack of active participation and cooperation from individuals in resolving conflicts. If individuals within organizations cannot effectively participate in resolving conflicts and collaborate, the conflict resolution process is delayed and may lead to negative outcomes. This problem often arises due to a lack of education and awareness about conflict management skills, fear of change, and the absence of a safe and open environment for discussing and exchanging views on conflicts (Kagwiria, 2019). In this regard, one of the solutions and strategies related to conflict management within organizations that presents a serious issue in addressing organizational conflicts can be highlighted. Some conflict management methods may be effective at times, but in other situations, they may fail to produce desired results. This underscores the need for further research on conflicts and methods of managing them to develop optimal and more reliable strategies and solutions (Jimoh & Wahab, 2022).

Another challenge faced by today's organizations in conflict management is the need for strong leadership and appropriate managerial skills (Winata, 2024). Organizational leaders must be able to create a constructive environment for conflict resolution by mastering conflict management skills and encouraging collaboration and constructive interaction among individuals (Najihah, 2024). The absence of strong leadership and necessary managerial skills can lead to increased harm caused by conflicts within the organization and, consequently, damage the organization's overall performance (Hussein et al., 2022). These challenges have led organizations to explore various approaches for resolving organizational conflicts. One such

approach involves organizational conflict management models. The more comprehensive these models are, the better they are at addressing the various dimensions of organizational conflict.

This research focuses primarily on two areas: behaviorism and effective communication. Behaviorism plays a significant role in organizational conflict and conflict management. As a psychological approach, behaviorism emphasizes that individual and group behaviors and responses to conflicts are changeable and can be influenced (Thomas, 1992). The importance and challenges associated with behaviorism in organizational conflict management are as follows:

Behaviorism in conflict management has a substantial impact on both individual and organizational behaviors. By changing ineffective behaviors and promoting constructive behaviors, conflicts can be improved, and their negative effects reduced (Shakeel & Khan, 2022). Behaviorism emphasizes effective communication, communication skills, and conflict resolution, helping organizations facilitate constructive interactions among members. These interactions can aid in effective exchange of views, efficient cooperation, and joint conflict resolution. By adopting behaviorism in conflict management, both individuals and organizations gain more influence and impact in resolving conflicts. This power can streamline the conflict resolution process, foster trust, and enhance relationships (Anindo, 2021).

For conflict management to be effective, one of the essential aspects is the establishment of effective communication both within and between teams, which can itself be a foundational factor in resolving organizational conflicts. Effective communication in organizational conflict management significantly influences behaviors and the outcomes of conflicts. Some of the impacts of effective communication on organizational conflict are as follows: effective communication can help reduce various types of conflicts within organizations. By fostering dynamic and trustworthy relationships among organizational members and offering appropriate solutions, potential conflicts can be improved and resolved (Andreoni & Chang, 2019). Effective communication can strengthen relationships within organizations. By establishing a dynamic and beneficial relationship among members, relationships grow stronger, and trust increases. This trust can enhance cooperation and improve the quality of work. With effective communication, organizational members can communicate with one another in the best possible way and make better decisions for

conflict resolution (John & Niyogi, 2019). Effective communication enables organizational members to make the best use of organizational resources, which ultimately leads to increased productivity. This enhanced productivity results in greater efficiency and improved organizational performance (Aqqad et al., 2019).

Moreover, effective communication can create an open and secure space within organizations. When members feel they can freely express their views and concerns without fear or limitation, conflicts are raised and resolved more easily. This environment allows problems to be identified more quickly and better solutions to be found (Nes et al., 2022). Effective communication can act proactively in conflict management. By creating a proper communication culture and sharing knowledge and experiences related to conflicts, organizations can learn from past experiences and predict and manage future conflicts. Effective communication can help organizations be more flexible in the face of conflicts. By fostering a shared understanding of conflicts, organizations can respond quickly to changes and evolving conditions and adopt appropriate solutions (Dignath et al., 2015).

Overall, effective communication strengthens relationships, promotes collaboration and constructive interaction, improves decision-making, increases productivity, and creates an open and safe space within organizations. These factors ultimately contribute to reducing conflicts and improving organizational performance.

On the other hand, it is essential to highlight that a comprehensive conflict management model based on behaviorism and effective communication is a significant focus in the research literature. This model is used as a reliable analytical framework for managing and resolving conflicts in various environments, including organizations and workgroups. The model is based on two essential elements: behaviorism and communication. In this model, behaviorism is recognized as an individual's behavioral pattern when facing conflicts. Behaviorism encompasses attitudes, beliefs, and tendencies, and understanding these attitudes can help managers propose appropriate solutions for managing conflicts. In this model, communication is also considered a crucial factor in conflict management. Effective communication among individuals and groups can significantly influence the creation of a constructive space for negotiation, collaboration, and conflict resolution (Soorani & Ahmadvand, 2019). By focusing on improving their communication skills and encouraging constructive

communication, managers can facilitate better conflict management and performance improvement. The study of behavioral analysis and effective communication dimensions in conflict management is an approach that has been less addressed in the research literature. Most studies on conflict management have focused on general aspects and components, which might lead to an incomplete understanding of conflict sources and their management in organizations (Andrade & Neves, 2022; Soorani & Ahmadvand, 2019; Thomas, 1992). However, these two approaches can have profound effects on conflict management structures.

Furthermore, the Social Security Organization, as one of the largest organizations in terms of human resources in the country, directly affects a significant portion of Iranian society. The large number of departments and human resources with diverse research levels and high cultural diversity has significantly increased the potential for conflict within this organization. This issue, if managed correctly, could transform into a model for growth and development in human resources and minimize the negative effects of organizational conflicts. In this context, it can be observed that conflicts in the Social Security Organization are evident in the interactions between management and employees. These conflicts often arise due to task-related disagreements and the lack of attention to the academic and practical experience levels of managers compared to employees. Furthermore, continuous structural changes and ongoing changes in departmental leadership have resulted in new conflicts each time structures change, ultimately leading to an atmosphere of uncertainty. In this regard, the Social Security Research Institute conducted a study in 2021 titled "The Identification of Conflicts of Interest in the Social Security Organization," which introduced 60 types of conflicts of interest within this organization, highlighting the root causes of organizational conflict. Additionally, Davoodi (2022) emphasized the existence and high levels of structural conflict within the Social Security Organization in a study on conflict management. In a general review of related articles on conflict within the Social Security Organization in recent years, 18 scientific papers were published in databases. Most of these studies focused on structural conflicts, with approximately 20% addressing behavioral conflicts and 60% focusing on structural conflicts, while 20% discussed environmental factors, such as family and work-life conflicts. Conflicts in structural, behavioral, and environmental dimensions related to Social Security have been widely studied in the literature. However, this study

aims to address the issue from a new perspective by focusing on the root causes, behavioral analysis, and effective communication in conflict resolution. Therefore, the main objective of this research is to propose a comprehensive conflict management model based on behaviorism and effective communication.

Thus, the central question of this study can be formulated as: What are the concepts and sub-concepts of the comprehensive conflict management model based on behaviorism and effective communication in the management of treatment in the Social Security Organization of Markazi Province?

2 Methods and Materials

This study explores phenomena related to organizations and management issues, including human resources, marketing, accounting, and others. The researcher considers underlying philosophical hypotheses of epistemology and selects the research methodology based on these hypotheses. This research follows a qualitative paradigm, with a focus on an interpretive approach. In qualitative methods, an inductive approach is used, while in quantitative methods, a

deductive approach is adopted. The research is conducted in both fieldwork and library stages. The primary strategy in the qualitative section of the study is directed content analysis. The study's population consists of experts and managers from the Social Security Treatment Management in the Markazi province. Snowball sampling is employed in this section, with a sample size of 16 individuals. Interviews are used as the primary data collection tool to gather the opinions of the experts. In the qualitative section, to examine the validity of the identified codes, the CVR formula was applied based on the opinions of 16 experts. Moreover, the directed content analysis method is used for data analysis.

3 Findings and Results

In this section, to identify the codes, the interviews, which were recorded as audio files, were transcribed in detail and converted into written text. The content in each text was studied line by line using MaxQDA software, and meaningful phrases related to the main research question were extracted. Then, based on the combination of semantic units that shared similar meanings and concepts, they were grouped together and presented as codes.

Table 1

Examples of Identified Codes

Extracted Codes	Semantic Phrases	Interviewee Number
Transparency in communication	"We always try to manage communication with high transparency. Therefore, we strive to convey information clearly and understandably."	4
Active listening	"We use active listening techniques. This helps us understand the opinions and suggestions of employees and take action for necessary improvements."	8
Two-way communication	"In our organization, two-way communication is very important; from open dialogues between managers and employees to the interactions among colleagues, all of these contribute to organizational growth."	5
Clear vision setting	"We always establish a clear vision for our organization and communicate this vision to employees so that everyone can focus on a common goal."	6
Support for innovation	"In our organization, we give special attention to innovation and strive to create an environment that supports the new ideas of employees, allowing them to grow and develop."	2
Empowerment of employees	"We value employee empowerment in our organization, and through training and skill enhancement, we prepare them for success and growth in their work."	4
Encouraging continuous learning	"Encouraging continuous learning is very important in our organization. Employees are asked to seek personal and professional improvements, and we support them in this journey."	1
Creating a culture of tolerance for mistakes	"In our work environment, creating a culture of tolerance for mistakes is essential. We allow employees to present their ideas without fear of making mistakes and use these mistakes as learning opportunities."	2
Knowledge sharing	"In our organization, the culture of knowledge sharing is prevalent; through group meetings, informative emails, and other communication channels, employees share their knowledge and experiences with each other."	4

At this stage of directed content analysis, based on the relationships between the examined codes and the conceptual proximity of the codes, and by eliminating repetitive codes, sub-categories have been identified. These sub-categories were grouped and presented in Table 2.

Furthermore, to examine the validity of the codes and the process of coding and sub-category identification up to this stage, the experts were revisited to assess their agreement or disagreement with the extracted sub-categories. This was done through a survey, and based on the CVR formula, the

validity of the sub-categories was calculated and either confirmed or rejected from the experts' perspective. According to the Lawshe table and colleagues, a value

higher than 0.49 (49%) indicates the validity of the sub-category from the experts' perspective.

Table 2

Extracted Sub-categories from the Identified Codes

Conflict Management Components	Sub-categories	Average CVR
Conflict Management Communication	Transparency in communication, Active listening, Two-way communication	0.87
Leadership in Conflict Management	Clear vision setting, Support for innovation, Empowerment of employees	0.74
Learning in Conflict Management	Encouraging continuous learning, Creating a culture of tolerance for mistakes, Knowledge sharing	0.85
Conflict Management Change	Identifying reasons for resistance, Managing expectations, Providing psychological support	0.96
Motivation in Conflict Management	Strengthening personal motivation, Rewards and encouragement, Creating a sense of participation	0.74
Adaptation in Conflict Management	Flexibility in responding to changes, Strengthening problem-solving abilities, Facilitating knowledge transfer	0.85
Collaboration in Conflict Management	Encouraging teamwork, Conflict management, Strengthening internal social networks	0.74
Behavioral Feedback in Conflict Management	Providing constructive feedback, Using feedback for improvement, Aligning goals with feedback	0.85
Performance Behavior Management in Conflict	Setting clear performance criteria, Continuous evaluation and review, Linking performance to rewards	0.77
Clear Goal Setting for Conflict Reduction	Defining clear and measurable goals, Prioritizing goals based on organizational needs, Creating mutual understanding and communication among members, Continuous monitoring and review of goals	0.88
Conflict Management with Open Communication	Encouraging two-way feedback, Creating a safe space for expressing views, Transparency in communication, Respect for diverse opinions	0.90
Conflict Management with Interactive Communication	Holding regular team meetings, Using group techniques to solve problems, Strengthening active listening skills, Creating opportunities for all members to participate	0.84
Conflict Management with Inter-unit Collaboration	Strengthening interdepartmental cooperation, Creating coordination mechanisms, Developing a shared organizational culture, Facilitating direct communication between units	0.89
Conflict Management from a Cultural Perspective	Valuing cultural diversity, Providing cultural training to improve mutual understanding, Creating flexible cultural policies, Promoting respect and mutual understanding	0.87
Stakeholder Engagement Strategy	Identifying and engaging all stakeholders, Continuous communication with stakeholders, Collecting and integrating feedback, Ensuring mutual benefits	0.96
Organizational and Managerial Support	Providing necessary resources and support, Strengthening participatory leadership, Creating incentive and recognition policies, Demonstrating management commitment to change	0.85
Leader-Follower Conflict Management Communication	Strengthening two-way communication between leaders and followers, Behavioral modeling by leaders, Providing constructive feedback, Encouraging trust and honesty among members	0.87

In this section, a re-examination of the identified codes and subcategories was conducted. Based on semantic and conceptual similarities, and also considering how closely each subcategory was related to the identified main categories, a categorization of the subcategories into themes and components was performed. During this stage, if a subcategory did not belong to any of these categories, a new category was created. As a result, throughout the processes

of coding and categorizing the subcategories, the main categories of the conceptual model of the research were expanded. Based on this, the subcategories were categorized into 17 main categories. The table below lists the concepts corresponding to each category and their frequency of occurrence. Accordingly, 58 identified subcategories were categorized into 17 themes, which can be seen in the table below.

Table 3

Selective Coding Table for the Qualitative-Exploratory Study

Frequency of Concepts	Category Title	Row
Behaviorism-related Categories		
5	Conflict Management Communication	1
5	Conflict Management Leadership	2
4	Conflict Management Learning	3
3	Change Management in Conflict	4
5	Motivation in Conflict Management	5
4	Adaptation in Conflict Management	6
3	Cooperation in Conflict Management	7
5	Behavioral Feedback in Conflict	8
5	Performance Behavior Management in Conflict	9
Effective Communication-related Categories		
3	Clear Goal Setting for Conflict Reduction	1
3	Conflict Management through Open Communication	2
4	Conflict Management through Interactive Communication	3
3	Conflict Management through Unit Cooperation	4
5	Conflict Management from a Cultural Perspective	5
3	Stakeholder Engagement Strategy	6
5	Organizational and Managerial Support	7
5	Conflict Management through Leader-Follower Communication	8

3.1 Dimensions of Conflict Management from the Behavioral Perspective

The behavioral perspective places significant emphasis on observable behaviors and outcomes in the conflict resolution process. The explanation for each of these dimensions is as follows:

Conflict Management Communication: From a behavioral perspective, communication plays a central role in conflict management. Effective communication includes the precise and clear transmission of messages, active listening, and acknowledging differences between individuals. In this dimension, behaviors such as clear dialogues, avoiding misunderstandings, and effective listening skills are emphasized, which help reduce conflict and improve interpersonal relationships.

Conflict Management Leadership: Leadership in conflict management focuses on guiding individuals through the conflict resolution process. Leaders use behavioral approaches such as reinforcing positive behaviors and weakening harmful behaviors to manage conflicts. The leader's behavior in this area includes facilitating interactions, offering joint solutions, and promoting trust and collaboration within teams.

Learning in Conflict Management: From a behavioral viewpoint, learning in conflict management refers to the process of acquiring appropriate behaviors to deal with conflicts. Individuals learn how to respond to conflicts through past experiences and by observing effective

behaviors of others. Reinforcing positive behaviors and modifying ineffective ones are key objectives in this dimension.

Change Management in Conflict Management: Changes in the workplace often lead to conflicts. From a behavioral perspective, change management involves observing and adjusting behaviors in response to new changes. This dimension includes behaviors that help individuals adapt to new conditions and reduce resistance to changes, emphasizing acceptance of changes and minimizing related tensions.

Motivation in Conflict Management: Motivation in conflict management encourages behaviors that contribute to resolving or reducing conflict. In this dimension, leaders or managers use positive reinforcement, such as encouragement and rewards, to motivate individuals to adopt constructive behaviors and engage in effective interactions in conflict situations.

Adaptation in Conflict Management: Adaptability in conflict management refers to individuals' ability to change their behaviors according to different conditions and environments. In this dimension, behaviorism emphasizes the importance of observing and learning from various situations so individuals can exhibit appropriate responses to different conflicts. Adaptability to the organizational culture and environment and flexibility in interactions are key components.

Collaboration in Conflict Management: Collaboration in conflict management refers to behaviors where individuals, rather than competing, work together to reach common solutions and agreements. This dimension focuses on behaviors that foster collaboration, such as sharing resources and information, and reducing competitive behaviors. These behaviors contribute to effective conflict resolution and maintaining positive relationships.

Behavioral Feedback in Conflict Management: Feedback in conflict management focuses on providing constructive feedback on individuals' behaviors in conflict situations. From a behavioral perspective, feedback should be accurate, clear, and relevant to observed behaviors so that the individual can make necessary changes. Positive behaviors are reinforced, and negative behaviors are corrected through regular feedback.

Functional Behavior Management in Conflict: Managing functional behavior in conflict refers to controlling and directing behaviors that directly impact the individual or group's performance in conflict situations. In this dimension, behaviorism emphasizes monitoring and changing behaviors that improve performance and reduce conflict. This includes identifying effective behaviors, reinforcing them, and replacing undesirable behaviors with more suitable ones.

Each of these dimensions emphasizes the importance of behavioral aspects in effective conflict management. By focusing on these areas, organizations can address the human side of change and ensure that the process is as smooth and successful as possible.

3.2 *Dimensions of Conflict Management from the Perspective of Effective Communication*

The following eight dimensions identified from the perspective of effective communication in conflict management are presented:

Clear Goal Setting for Conflict Reduction: Clear goal setting is a key component of conflict management and reducing conflict in organizations. This approach involves defining and communicating clear, understandable, and achievable goals to all members of the organization. Clear goal setting can help create a shared understanding and coordinated direction among employees, which in turn reduces conflicts. When everyone is aware of organizational goals and understands how their work contributes to achieving them, the likelihood of misunderstandings and conflicts decreases.

Conflict Management through Open Communication: Conflict management through open communication refers to creating a transparent and honest communication environment within the organization. This approach encourages individuals to share their feelings, concerns, and ideas without fear of judgment or negative consequences. Open communication can help resolve conflicts more quickly and prevent misunderstandings that could lead to conflicts.

Conflict Management through Interactive Communication: Conflict management through interactive communication emphasizes the development of a two-way process where dialogue and exchange of ideas are conducted openly and constructively. This type of communication encourages both parties in a conflict to seek understanding of each other's viewpoints and needs. Through this process, individuals can identify mutually acceptable solutions.

Conflict Management with Unit Coordination: This approach promotes collaboration and coordination between various departments and units within the organization. Coordination between units is strengthened through processes such as joint planning, team meetings, and cross-functional projects. These efforts help reduce conflicts as individuals and units work toward a common goal instead of competing with each other.

Conflict Management from a Cultural Perspective: Conflict management from a cultural perspective focuses on identifying and understanding cultural differences within the organization and their impact on conflict. This approach involves developing strategies that reduce biases, increase mutual understanding, and promote respect between team members from different cultural backgrounds. This can help reduce conflicts and create a more cohesive work environment.

Stakeholder Participation Strategy: The stakeholder participation strategy emphasizes the importance of involving all relevant parties in the decision-making process. This includes effective communication with employees, customers, suppliers, and other stakeholders. Active stakeholder participation can help identify and resolve conflicts at early stages, as individuals feel that their voices are heard and respected.

Organizational and Managerial Support: Organizational and managerial support refers to the continuous support provided by senior management and other organizational leaders to employees in managing conflicts. This support can be offered through resources, training, and guidance on effective conflict management.

Active support from management can help foster an organizational culture where conflicts are addressed constructively.

Conflict Management through Leader-Follower Communication: Conflict management through leader-follower communication emphasizes enhancing communication between leaders and employees. Leaders should act constructively in resolving conflicts and, through active listening, empathy, and effective communication, foster trust and mutual respect among employees. This approach helps leaders take on mediatory roles in resolving conflicts and creates a culture where conflict is viewed as an opportunity for learning and innovation.

4 Discussion and Conclusion

In this study, we aimed to explore the various factors that influence conflict management within organizations, focusing on effective communication and behaviorism as key components. The results indicated that both behavioral and communication-based approaches play crucial roles in conflict management. These findings align with the literature, which emphasizes the importance of effective communication and leadership in mitigating conflicts and improving organizational efficiency (Chou et al., 2021; Andrade et al., 2022). The results of this study further reveal the multifaceted nature of conflict management, where various dimensions such as leadership, behavior, learning, and change management are interrelated and essential for addressing conflicts in organizations.

The behavioral approach, as highlighted in this study, stresses the role of conflict management strategies, such as motivation, cooperation, and performance management. For example, conflict management through behavioral feedback (Aqqad et al., 2019) was shown to be vital in resolving conflicts and improving organizational dynamics. Similarly, leadership in conflict management (Sinskey et al., 2021) was identified as a central theme, supporting previous findings that leadership plays a pivotal role in navigating conflicts in organizations (Johnson & Johnson, 1994; Smith et al., 2018). These results support the idea that leadership qualities, such as empathy and communication skills, significantly influence conflict resolution strategies and organizational outcomes.

The communication-related categories identified in this study further reinforce the importance of clear and open communication in conflict management. This was especially evident in the role of transparent goal setting, stakeholder

engagement strategies, and the need for organizational and managerial support (Johnson & Johnson, 1994; Wang & Liu, 2021). The importance of open communication in resolving conflicts has been well-documented in the literature, with studies emphasizing the necessity for leaders to communicate clearly and engage with their teams to prevent or resolve conflicts (Cho et al., 2021). Additionally, communication through leader-follower relationships (Macassi, 2019; Sinskey et al., 2021) was found to be particularly effective in enhancing trust and cooperation, thus reducing tensions within teams.

Our findings also align with studies that highlight the significance of organizational culture and behavior in conflict resolution. Conflict management from a cultural perspective (Johnson & Johnson, 1994; Macassi, 2019) was an essential element that emerged in our study, reinforcing the idea that organizations should be sensitive to cultural differences to effectively manage conflicts (Dagnes et al., 2021). These results suggest that adopting a culturally aware approach to conflict management can foster a more inclusive and harmonious work environment, where employees feel respected and understood.

Moreover, the results of this study demonstrate the value of combining both behaviorism and effective communication strategies in a comprehensive conflict management model. The model proposed in this study integrates key components such as conflict management leadership, behavioral feedback, clear goal setting, and cultural sensitivity. This holistic approach is consistent with the findings Rahim (2017) who emphasized the need for a multifaceted approach to conflict management that incorporates behavioral, communication, and cultural perspectives (Rahim, 2017). By adopting such an integrated approach, organizations can not only manage conflicts more effectively but also enhance overall organizational performance and employee satisfaction.

While the results of this study provide valuable insights into the role of behaviorism and effective communication in conflict management, there are several limitations that need to be considered. First, the study was conducted within a single organization, which may limit the generalizability of the findings to other organizational settings. Different organizations, with their unique cultures and structures, may require tailored conflict management approaches. Furthermore, the sample size, although adequate for qualitative research, was relatively small, with only a limited number of participants. A larger and more diverse sample could provide a more comprehensive understanding of

conflict management strategies across different industries and organizational types.

Second, the study relied heavily on semi-structured interviews with experts, which, while offering rich qualitative data, may be subject to biases and personal perspectives. Future studies could include a more diverse set of data sources, such as employee surveys or organizational case studies, to triangulate the findings and ensure a broader perspective on the issue of conflict management. Additionally, the study focused primarily on the theoretical aspects of conflict management, with less emphasis on the practical implementation of the identified strategies. Further research could explore how these strategies are applied in real-world organizational settings and assess their effectiveness in addressing conflicts.

Future research on conflict management in organizations could expand on the findings of this study by exploring the application of the proposed model in different organizational contexts. One area for further investigation is the role of technology in conflict management. With the increasing reliance on digital communication tools in modern organizations, it would be valuable to examine how virtual communication impacts conflict resolution strategies and outcomes. Researchers could explore whether online communication platforms, such as video conferencing and team collaboration tools, facilitate or hinder effective conflict management.

Another promising avenue for future research is the examination of the role of emotional intelligence (EI) in conflict management. EI has been shown to be an essential factor in communication and leadership, and its integration into conflict management strategies could further enhance their effectiveness. Future studies could investigate how leaders and employees with high EI handle conflicts differently from those with lower EI and whether EI training could improve conflict management outcomes in organizations. Additionally, exploring the impact of organizational size and structure on conflict management could provide valuable insights into how different organizational types approach and resolve conflicts.

Finally, future research could investigate the long-term outcomes of conflict management interventions. While this study focused on the immediate effects of conflict management strategies, it would be beneficial to explore the lasting impact of these strategies on organizational culture, employee satisfaction, and overall performance. Longitudinal studies could provide insights into how

effective conflict management contributes to the sustainable success of organizations over time.

Organizations looking to improve their conflict management strategies should focus on fostering an environment that encourages open communication and collaboration. Encouraging employees to share their perspectives and actively listen to one another can help prevent conflicts from escalating. Managers should be trained to recognize early signs of conflict and intervene proactively, using strategies such as negotiation, mediation, and facilitated communication to resolve disputes before they affect organizational performance.

In addition, it is crucial for organizations to invest in leadership development programs that focus on building conflict management skills. Leaders should be equipped with the tools and knowledge necessary to manage conflicts effectively, particularly in high-stress situations. This includes understanding the dynamics of conflict, recognizing the role of individual differences, and using communication strategies to de-escalate tensions.

Moreover, organizations should promote a culture of feedback, where employees feel comfortable providing constructive criticism and suggestions for improvement. Behavioral feedback, as identified in this study, is a key component of conflict management, as it helps individuals understand their actions and their impact on others. By creating an environment where feedback is valued and acted upon, organizations can reduce misunderstandings and foster a more harmonious workplace. Lastly, fostering a culture of collaboration and teamwork, where employees work together to solve problems, can help prevent conflicts from arising in the first place.

Authors' Contributions

All authors have contributed significantly to the research process and the development of the manuscript.

Declaration

In order to correct and improve the academic writing of our paper, we have used the language model ChatGPT.

Transparency Statement

Data are available for research purposes upon reasonable request to the corresponding author.

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Declaration of Interest

The authors report no conflict of interest.

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Ethical Considerations

In this research, ethical standards including obtaining informed consent, ensuring privacy and confidentiality were observed.

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