
EMPLOYEE OUTPUT, ABSENTEEISM, AND TURNOVER A CASE STUDY IN MECHANICAL CORPORATION



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Abstract

The impact of disagreement on productivity, absenteeism, and employee turnover were investigated in this study. Quantitative methods were employed in this descriptive survey investigation. Research participants were chosen at random from a stratified population. We utilised IBM SPSS version 22 to generate the results for discussion, and the instrument was a questionnaire. Employee performance is negatively affected by disagreement, which leads to frequent absence, low production, and turnover, according to the study. Conflicts in the workplace have a substantial impact on productivity, absenteeism, and attrition, which has important leadership implications. Understanding and resolving the unique conflicts that each individual encounters is essential. Organisational leaders should ensure that positions are designed suitably for people to avoid duplication of effort and promote harmonious collaboration. They can use this to strengthen their bonds with coworkers. Organisational conflicts arising from relationships, tasks, and interpersonal dynamics will decrease as a result. Conflict and its negative effects on both employees and the company can be lessened in this way as well. There doesn't seem to be any literature on the topic of conflict at Ghanaian universities. In contrast to previous research, this one uses mechanical Corporation in Palembang as a case study to analyse the correlation between conflict and performance metrics including productivity, absenteeism, and turnover.

Keywords: Output, Conflict, Performance, Absenteeism, Turnover

INTRODUCTION

Modern workplace conflict is rising and becoming a major issue. Conflict is everywhere in organisations, including retail (Poejiyanto & Kurniawati, 2025). Organisational conflict is a disagreement between employees to achieve organisational goals. Working together with diverse personalities, backgrounds, cultures, ideas, attitudes, expectations, and aims causes conflict (Yarbag, 2015). Each team member has unique perspectives, ideas, attitudes, and backgrounds. Employees often dispute on beliefs and behaviour. Thus, organisational conflict has been studied extensively from various angles for decades (Robbin, 1978). Conflict can be divided into task and relational conflicts, according to the research.

Task conflicts involve distribution, resources, processes, and fact interpretation. Personal preference, morals, and interpersonal style can cause relationship difficulties (De Dreu & Weingart, 2003). Conflict has beneficial and harmful effects. It helps employees find better ideas and various ways to resolve conflicts, which is beneficial for teamwork. However, bad conflict outcomes in an organisation suggest unhealthy interactions and might affect employee performance. It becomes a major workplace issue that can affect productivity, effectiveness, and success. Workplace conflict can kill productivity (CIPD, 2020).

Conflicts are inevitable throughout life and human existence (Folger et al., 2021). Organisational resources are wasted when employee conflict rises. Conflicts in higher education affect employee performance regardless of nature, level, or magnitude. Most conflicts are serious because numerous people and groups have different interests, which makes conflict unavoidable and lowers employee performance and the organization's performance.

Conflict is as old as civilisation. According to Mukoro (2013), understanding organisational conflict and how it affects employee behaviour and performance has improved. The conflict process, according to Maqsood et al. (2012), involves interpersonal disagreement, incompatibility, or variance. A relationship is in conflict when two or more partners have different goals or values (Kazimoto, 2013). Before the 1990s, most conflict theorists viewed conflict as harmful (Kelly et al., 2014). Conflict philosophers disagreed, arguing that conflict might be positive under certain conditions (Longe, 2015). Adebile and Ojo (2012) argue that conflict is necessary to challenge and advance people. In higher education, conflict can arise between teachers, office holders, students, and among lecturers. Institutional conflicts between lecturers and students might ruin teaching and learning, according to Nwokorie (2017).

Conflict may be productive in some ways but destructive in others, deterring productivity and performance like quality, creativity, and innovation, and can continue to cause tension and clashes in educational institutions due to human dynamism (Alok, Raveendran & Shaheen, 2014). Oresajo (2015) states that educational organisations are subject to stakeholder conflict. Differences may emerge from resource, classroom, or subject distribution. Remember that conflict is not limited to schools. It may occur at home or somewhere. When humans exist, conflict is inevitable. Not ruled out. Frimpong, Agezo, and Koomson (2005) stressed that educational institutions are social institutions that transmit relevant or current knowledge, skills, attitudes, beliefs, and norms to help learners participate efficiently in community activities to improve living standards, and conflict is inevitable.

Nwokori (2017) and Hossain (2017) examined conflict in Asian and European employee performance. Ghanaian studies on conflict and employee performance, especially in mechanical corporations, are scarce. There is a literature gap in the study. Conflict and employee productivity, absenteeism, and turnover were evaluated in this study. This study will help institutional leaders promote good working relationships for employee peace.

REVIEW OF LITERATURE

Both structural conflict and Marx's Social Conflict Theory (1913) served as inspiration for this research. A social theory grounded in Marxism, social conflict theory contends that groups and individuals engage in conflictual rather than consensus-based interactions. The theory posits that struggle for finite resources is the root cause of society's eternal conflict. The idea posits that conflict plays an essential part in the social system as a whole, particularly in relation to technological development, institutional inflexibility, and productivity. According to Al Hourani (2019), the goal of conflict theory is to shed light on the many manifestations of conflict in the workplace, including its causes, mechanisms, and consequences for productivity. Group dynamics can be impacted by both internal and external forms of conflict, according to the theory. Group disputes are not inherently impossible to resolve or detrimental to the growth of any given institution. Humans are inherently conflictual and that fact is not without its repercussions. As a result of different types of conflict, different parties will typically acquire different resources, both tangible and immaterial. A more strong organisation will take advantage of a weaker one in order to maintain its own power. A society's policies, practices, and institutions can become entrenched sources of violent conflict over time, according to the structural conflict hypothesis.

Organisational conflicts can arise from a variety of sources. This is derived, either intentionally or unintentionally, to suit the needs of a certain person, group, or position. According to Nwokorie (2017), there are a number of factors that often precede conflicts in the literature. The number and nature of an employee's job is a major contributor to workplace conflict, according to Donkor et al. (2015). According to Hussein and Al-Mamary (2019), disagreements arise from differences in status, objectives, and power. Issues with communication, scarce resources, unclear roles, interdependent tasks, and disparities in status and authority are among the factors that can lead to conflict in institutions (Matta & Fares, 2021; Pitsillidou et al., 2018; Matta & Fares., 2021; Overall & McNulty, 2017).

Interpersonal, task, relationship, and coworker conflicts were the main areas of attention in the study. When people have bad impressions of each other because of their social disparities, it's considered an interpersonal conflict. When people are fundamentally different from one another in terms of their religious beliefs, gender, sexual orientation, sect membership, or political leanings, it can lead to tension in relationships (Church, 2016). According to Aronsson et al. (2021), interpersonal conflict negatively impacts people's job performance. Conflicts in relationships are seen as emotional, but conflicts in tasks are seen as affective (Putnam et al., 2014). Disagreements among team members over the nature and scope of work constitute task conflict, according to Kossek et al. (2014). According to the study's hypothesis, conflict types affect output, absenteeism, and turnover.

A small negative correlation between interpersonal conflict and employee performance was discovered by Donkor et al. (2015). Conflicts between tasks and processes and employees' output are just as intense as conflicts between relationships and production. Task and process conflict, like relational conflict, tends to have a weak correlation with employee performance. Nevertheless, the orientation is different. In contrast to relationship conflict, research demonstrated that disagreements over tasks and procedures really boosted employee performance. Intention to leave an organisation is significantly higher when there is role conflict (Mochamad et al., 2019).

According to Hossain (2017), organisations can benefit from conflict since it fosters creativity and innovation. While highly rationalised systems sometimes give the impression of dysfunction, conflict really has the potential to spur innovation, satisfaction, creativity, innovations, and organisational reforms. Conflict in an organisation is influenced by social, technical, and political variables. Better behaviour is a result of well-structured intentions. Conflict teaches institutions about organisational and social stability (Rothman, 2014). A moderate amount of tension inside an organisation discourages complacency and tunnel vision. Members of the organisation are aware that arguments can be detrimental to both themselves and the group. Conflict in the workplace damages morale and leads to animosity, which in turn encourages people to withdraw emotionally and physically (Donkor et al., 2015). Property destruction, mob action, and minor larceny are all results of the immediate animosity caused by conflict. An angry party may resort to attacking the person or thing that started the argument. Workers' morale, productivity, and efficiency can take a hit when they're exhausted from dealing with workplace conflicts (Mamary, 2019).

Organisational conflicts, according to Zakari et al. (2021), have several negative effects, including wasting time and money, changing people's collaboration styles, dividing the organisation, damaging personal and corporate connections, sending the organisation spiralling downward, increasing absenteeism and turnover, and reducing employee performance. Wars escalate uncontrollably and cause widespread destruction. Workers who are unable to manage conflict are more likely to call out sick. It has the potential to halt group functioning, endanger survival, and completely demolish an organisation. According to research by Ndulue and Ekechhukwu (2016), workplace conflicts that go unresolved have a negative impact on morale, output, attendance, retention of top talent, and dedication to the task. No matter the shape, Greg (2010) discovered that disagreements in the workplace had an impact on motivation, job satisfaction, and morale. Mental and physical exhaustion, illness, workplace hostility, insomnia, migraines, back pain, anxiety, depression, and anxiety all stem from it.

According to Shaukat et al. (2017), relationship conflict has a negative impact on task performance but a favourable effect on turnover intentions and workforce turnover. Additionally, the study reveals that task, relationship, and turnover are differentially impacted by work tiredness, cynicism, and interpersonal pressure. According to Ajala (2017), there is a strong positive correlation between workplace conflict and productivity. According to a study by Aronsson et al. (2021), conflicts are linked to decreased output, high turnover rates, and lower attendance rates. Employees suffer social and psychological problems and lose their valuable jobs due to dispute, as pointed out by Obrenovic et al. (2020), Longe (2015), and Einarsen (2018). According to research, businesses face a wide variety of

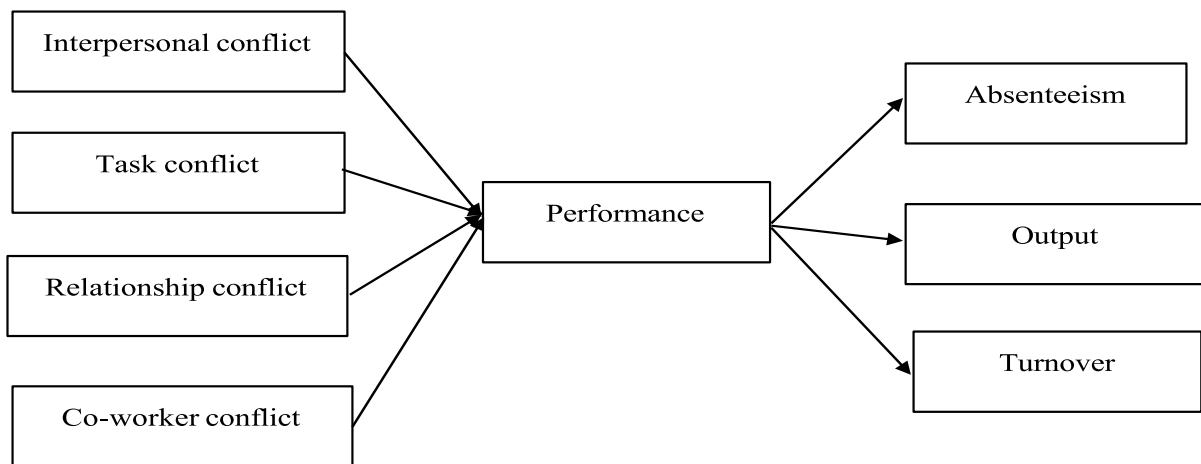
conflicts, and managers need to be well-prepared to deal with them. Conflict and ineffective management, according to Mwangi and Ragui (2013), reduce productivity in the workplace.

On the other hand, research by Min et al. (2020) found that conflict really improves relationships, communication, recruitment, and output. Organisational innovation, cooperation, and fraternity are all enhanced by conflict, according to Soomro et al. (2018). This can be accomplished by the effective channelling of thoughts and the transfer of power, empowerment, and autonomy. When handled properly, conflict can be a useful tool. It has the potential to reinvigorate and invigorate businesses. "Constructive" conflict is permissible and even encouraged in some settings (Rothman, 2014). According to Van den Beerens and others (2021), when group members disagree on a task, it opens the floor for new ideas and boosts overall group performance. Additional advantages include accurate scenario appraisal, group learning, new idea production, and high-quality picks. Problems with interpersonal relationships, coworkers, and tasks all have an impact on how well an organisation runs.

Conceptual Framework

The literature is used to create the study's conceptual framework. Interpersonal, task, relationship, and coworker conflict are the independent variables that can be used to measure the impact of conflict on employee performance. The conceptual framework for the investigation is shown in Figure 1.

A conceptual framework for the effect of conflict on employees



Independent variables

Dependent variable

Figure 1.

A conceptual framework for the effect of conflict on employees

Source: Author's construct (2021)

Conflicts between coworkers, with clients or other outside parties, and between tasks are the independent variables shown in Figure 1. Conflicts like these were therefore considered to be aspects of the research's independent variables that would impact productivity and absenteeism in the workplace.

RESEARCH METHOD

The study used a quantitative approach. According to Creswell and Creswell (2017), the study was able to assess different types of interactions since it used a quantitative approach. In quantitative research, variables are measured to find out how they differ and what relationships exist between them. Using quantitative research methods, this study investigated employee conflicts, output, and absenteeism. The study used a descriptive survey design. Descriptive research is useful for making predictions and elucidating correlations between variables (Cresswell and Creswell, 2017). Participants were from two mechanical businesses in Palembang and included both teaching and non-teaching staff. A total of 470 people have taken part in the study. Sample size was determined using the table in Krejcie and Morgan (1970). Stratified and simple random sampling were used to choose the corporation and research participants. A questionnaire was filled out by the research participants.

Gathering massive amounts of data from numerous individuals has never been easier or more cost-effective than with questionnaires. The survey employed a 5-point Likert scale, with 1 representing strongly disagreeing and 5 representing strongly agreeing. Designing study variables was the instrument's primary focus. Variables include interpersonal, task, relational, and coworker conflict. Both PT. Muda Berkarya and PT. Karya Multi Djati were responsible for administering the questionnaire. The data collection period spanned from August to November of 2021. Instrument dependability was guaranteed through pre-testing. Mistakes and uncertainties in the tools were resolved. The study used the Cronbach alpha coefficient to evaluate the quantitative reliability of the instrument. The dependability of the instrument was 0.82. Qualitative and quantitative statistical methods were employed to analyse the outcomes. Using composite reliability and Cronbach's alpha, the study analyses the reliability of the internal consistency. To enable multi-level replies, Cronbach's alpha (α) averages across numerous separated halves and assesses correlation. The typical range of results on this test is 0–1. The industry standard for reliability is 0.75.

Composite reliability, a more accurate measure of reliability in a PLS-SEM context, was reported to be used in conjunction with Cronbach alpha to confirm construct dependability (Hair et al., 2018). Compared to the variance in scale scores, the total real score variance (Brunner & SÜ, 2005). It reveals the shared dispersion of observable variables that are employed to infer a hidden attribute (Fornell & Larcker, 1981). If the composite reliability score (C.R.) is greater than 0.708, then the test can be considered passed. A C.R. of 0.60 to 0.70 is suitable for exploratory research.

Confidentiality and protection of personal information were guaranteed to all participants. Anonymity in the study was also emphasised. It further guaranteed that the data of those who participated in the study would remain private. Ethical reporting standards were satisfied by the study. The researchers failed to present any evidence to support their findings.

RESULTS AND DISCUSSION

PLS-SEM Assessment

In this part, the measurement models used in this research are detailed. The indicator loadings, Cronbach's Alpha, Fornell-Lacker discriminant validity, VIF collinearity, and convergent validity were used to evaluate the model's measurement (AVE-Average variance

extracted). Criteria for evaluating measurement models were supplied by a PLS technique that was deemed successful. The results can be seen in the tables below.

Indicators and constructions are connected in the measurement model. The goal of PLS-SEM, which stands for partial least squares structural equation modelling, is to reduce residual variances in endogenous constructs (Hair et al., 2011). By estimating model associations using linear combinations of observed variables that serve as proxies for latent variables, the PLS technique more accurately predicts factor scores (Lowry & Gaskin, 2014). Estimating complicated models, including higher-order construct models, is possible with PLS-SEM since latent variable scores are used in subsequent investigations.

After optimising the parameters of the measurement model, the PLS-SEM method estimates the path coefficients of the structural model. Indicator reliability, internal consistency reliability, convergent and discriminant validity, and other measures of measurement model quality should be used to evaluate reflective assessment. Table 2 displays the results for indicator reliability and internal consistency.

Table 2
Reliability and Validity Assessment

Cronbach's Alpha	rho_A		Composite Reliability	Average Variance Extracted (AVE)
conf	0.923	0.941	0.933	0.541
Employee Absenteeism	0.887	0.892	0.922	0.747
Employee Output	0.829	0.864	0.884	0.659
Employee Turnover	0.829	0.853	0.879	0.593

Source: (Author, 2024)

Table 2 displays the convergent validity and reliability of the model. In order to determine the dependability of the indicators, items with factor loadings greater than 0.7 were kept. How well items represent the conceptual domain of a construct is indicated by factor loadings. In order to remove items with low factor loadings (<0.60) during the evaluation of the measurement model, we utilised factor loadings over 0.7, as suggested by Beck et al. (2018). As a reliability metric, internal consistency looks at how consistently different test items assess the same idea. Consistency is maintained by administering multiple items that measure different constructs.

Test of convergent and discriminant validity

Finding out how many indicator variables the latent variable could explain was the goal of the indicator reliability test. Hulland (1999) removed reflected indicators from the measurement model if their loadings were less than 0.708, even though the authors of the flexible criteria suggest factor loadings higher than 0.6. Along with indicator reliability, convergent and discriminant validity were also examined. Construct indicators were found to have positive correlations with the help of this test.

We looked at the average extracted variance and the outer loadings of the indicators. When the latent variable explains half or more of the variation in each indicator, then the decision is reached. One would have anticipated a higher outer loading than .708 or .5 squared. Elements of the same construct's scale are shown to relate to one another through convergent validity. The AVE's score is based on the reliability of the factor loadings and is determined

by the average variance extracted (AVE) method. Factor loadings below 0.708 raise the probability that the measurement model will not achieve convergent validity. The AVE ratings of all the constructs in Table 2 are greater than 0.5, indicating that they exhibit convergent validity.

The diagnostic test for discriminant validity was carried out. We calculated the Heterotrait-Monotrait Correlation ratio, the Fornell-Larcker, and the cross-loading ratio. An indicator's outer loadings on a given construct had to be greater than its cross-loadings with all other constructs in order to meet the cross-loading constraint. Henseler et al. (2014) states that when a construct indicator has a poor association with all constructs save its intended one, it is established that the construct indicator has cross-loading discriminant validity.

In order to test discriminant validity, the PLS algorithm generates cross-loadings (Table 3). Indicators demonstrated discriminant validity by loading more heavily on their parent components than on cross-loadings on other constructs (Table 3).

Table 3
Cross Loadings

	Conflict	Employee Absenteeism	Employee Output	Employee Turnover
CONFLICT 1	0.794	0.410	0.431	0.393
CONFLICT 10	0.614	0.170	0.222	0.319
CONFLICT 11	0.659	0.120	0.276	0.162
CONFLICT 13	0.823	0.531	0.628	0.575
CONFLICT 14	0.845	0.505	0.577	0.487
CONFLICT 15	0.853	0.496	0.569	0.450
CONFLICT 2	0.766	0.458	0.461	0.534
CONFLICT 3	0.710	0.503	0.587	0.460
CONFLICT 4	0.624	0.362	0.340	0.342
CONFLICT 5	0.808	0.378	0.483	0.316
CONFLICT 6	0.654	0.249	0.331	0.265
CONFLICT 8	0.613	0.128	0.328	0.396
EMPABS1	0.510	0.894	0.533	0.583
EMPABS2	0.471	0.852	0.524	0.409
EMPABS3	0.416	0.865	0.532	0.505
EMPABS5	0.445	0.844	0.515	0.690
EMPOUT1	0.562	0.441	0.842	0.410
EMPOUT2	0.585	0.373	0.875	0.448
EMPOUT3	0.279	0.487	0.670	0.378
EMPOUT5	0.538	0.720	0.843	0.564
EMPTURN1	0.408	0.588	0.486	0.679
EMPTURN2	0.505	0.448	0.464	0.836
EMPTURN3	0.363	0.374	0.394	0.760
EMPTURN4	0.295	0.549	0.377	0.708
EMPTURN5	0.526	0.509	0.415	0.852

Source: (Author, 2024)

A discriminant-valid concept is one whose square root of the AVE is greater than the indicator correlations, according to the Fornell-Larcker criterion (Fornell & Larcker, 1981). Table 4 and the appendix show the square roots of the AVE, with bold values shown. Listed beneath the square root of the AVE are the latent concept relationships. Squared AVE values higher than the maximum correlation with other constructs suggest discriminant validity.

Table 4
Fornell-lacker Criterion

	Conflict	Employee Absenteeism	Employee Output	Employee Turnover
Conflict	0.736			
Employee absenteeism	0.535	0.864		
Employee output	0.631	0.609	0.812	
Employee turnover	0.562	0.632	0.554	0.770

Source: (Author, 2024)

The Heterotrait-Monotrait ratio of correlations and cross-loadings, as well as the Fornell-Larcker criteria, were used to ascertain discriminant validity (HTMT) (Table 5). The authors argue for a more reliable way to measure discriminant validity in SEM that is based on variance. in 2014 The group headed by Henseler et al. With a final value around one, the more robust HTMT does not have discriminant validity. According to Kline (2011) and Gold, Malhotra, and Segars (2001), discriminant validity is present when latent ratios are less than 0.85 or 0.9. Thus, lower HTMT ratios provide superior performance for indicators that differentiate non-theoretically related structures. All of the HTMT values are less than 0.9, as shown in Table 5 (Gold, Malhotra & Segars, 2001), and the majority of them are greater than 0.85 (Kline, 2011). According to HTMT, indicators have a high loading on parent constructs and a good discriminating ability versus unrelated constructs. Upon verification of the measurement model, the structural model is assessed through the use of collinearity diagnostics, significance tests of hypothesised correlations, and explanatory and predictive capacity.

Table 5
Heterotrait-Monotrait Ratio (HTMT)

		Employee absenteeism	Employee output	Employee turnover
Conflict				
Conflict				
Employee Absenteeism	0.537			
Employee output	0.648	0.726		
Employee turnover	0.592	0.748	0.675	

Source: (Author, 2024)

Collinearity diagnostics

The primary goal of structural model analysis is to resolve problems with model fit. Factors such as path model predictive relevance, effect magnitude, collinearity, and the cumulative influence of exogenous variables were taken into account. A simple test was run to remove the possibility of collinearity and incorrect structural model path coefficient estimates before the route model was estimated. Collinearity is indicated by several VIF

(variance inflation factors) values of 5 or above, as stated by Hair et al. (2017, 2019). Sarstedt et al. (2019) states that VIF levels below 3 are preferable. According to Becker et al. (2015), the majority of VIF ratings are less than 3, with the exception of 5.515 for Financial Readiness and Circular Economy Finance. The internal consistency and dependability of the measurement models are shown in Table 2 (Appendix).

Table 6
Collinearity statistics (VIF)

Conflict	Employee absenteeism	Employee output	Employee turnover
Conflict	1.000	1.000	1.000
Employee absenteeism			
Employee output			
Employee turnover			

Source: (Author, 2024)

Empirical Results

The impact of disagreement on the performance of PT. Muda Berkarya personnel was the focus of the investigation. Consequently, the following objectives were sought after: There is a strong correlation between conflict and turnover, absenteeism, and production at PT. Muda Berkarya. The impact of each external construct on the target construct is depicted in Figure 1. Boundless bootstrapped confidence intervals, t-values, and p-values are shown in Table 7.

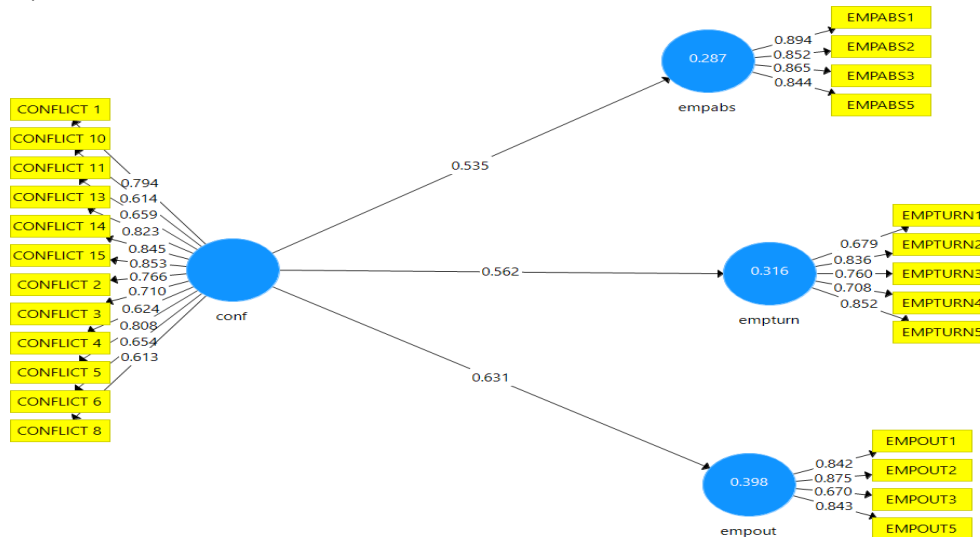


Table 7
T-values, p-values and biased-corrected bootstrapped confidence intervals

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
conf -> employee absenteeism	0.535	0.551	0.141	3.808	0.000

conf -> employee output	0.631	0.656	0.065	9.631	0.000
conf -> employee turnover	0.562	0.586	0.084	6.698	0.000

Source: (Author, 2024)

Discussion

Examining the impact of conflicts on staff output was the original research objective. Employee output dropped due to all forms of conflict, with the exception of conflict amongst coworkers, according to the research. Disagreement has an effect on productivity, according to literature and theory. Because of the negative impact on productivity, company leaders and managers should take steps to lessen relational, task-related, and interpersonal disputes. According to earlier studies, such as Einarsen et al. (2018), Greg (2010), Shaukatet al. (2017), and Ajala (2017), conflict has a detrimental effect on the output of an organization's workforce.

The impact of dispute on employee absenteeism was the focus of the second research aim. All types of disagreements, with the exception of conflicts between coworkers, result in frequent absences from work, according to the results. Managers should take steps to lessen conflict in all its forms—personal, relational, and work-related—because it has a negative impact on staff morale and productivity. So, absenteeism in the office is decreased. The first two goals state that a 3:1 decrease in output and absenteeism occurs when employees disagree. Research by Aronsson et al. (2021), Lee & Park (2011), and Chimere-Nwoji (2017) concluded that employee output and absenteeism were impacted by dispute. Workplace production drops and absenteeism rises as relational, task-related, and interpersonal conflicts escalate. Min et al. (2020) discovered both functional and dysfunctional repercussions of conflict; our findings contradict these. According to these practical benefits, arguments actually help people communicate better and form stronger bonds in the long run. According to Van Den and Beerens (2021), organisations can benefit from task-related conflict.

Objective 3 employee turnover is impacted by conflicts between coworkers and interpersonal relationships. Staff turnover could not be caused by disagreements over tasks or interpersonal dynamics. Research shows that not all types of conflict have a detrimental effect on productivity, attendance, and retention. Findings suggest that both individual and company output might benefit from reduced conflict. Nevertheless, leaders in the organisation need to deal with conflicts quickly. When conflict deteriorates or becomes worse, it can disrupt an organization's ability to function normally

CONCLUSION

The study found that disagreements affect absenteeism, production, and turnover. Conflicts cause uncertainty, which leads to absenteeism, lower output, and turnover. Frequent dispute hurts an organization's performance. Thus, the report advises leaders to establish grievance procedures for speedy resolution. Employees should report workplace issues too. When difficulties arise, management should act quickly to prevent unexpected events that could hurt employee performance, absenteeism, and attrition. Management should periodically hold seminars and training programs to promote peaceful coexistence among employees. The training will reduce workplace disagreements and their negative effects.

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